

إقرار

أنا الموقع أدناه مقدم الرسالة التي تحمل العنوان:

Perception of Employees about Performance Appraisal Effectiveness and its Impact on their Motivation in Higher Education Institutions

أقر بأن ما اشتملت عليه هذه الرسالة إنما هو نتاج جهدي الخاص، باستثناء ما تمت الإشارة إليه
حيثما ورد، وإن هذه الرسالة ككل أو أي جزء منها لم يقدم من قبل لنيل درجة أو لقب علمي أو
بحثي لدى أي مؤسسة تعليمية أو بحثية أخرى.

DECLARATION

The work provided in this thesis, unless otherwise referenced, is the researcher's own work, and has not been submitted elsewhere for any other degree or qualification

Student's name:

اسم الطالب/ة: سمر عادل جبريل جبريل

Signature:

التوقيع: 

Date:

التاريخ: 2016 / 03 / 16

**The Islamic University- Gaza
Deanship of Graduates Studies
Faculty of Commerce
Business Administration Department**



الجامعة الإسلامية- غزة
عمادة الدراسات العليا
كلية التجارة
قسم إدارة الأعمال

**Perception of Employees about Performance Appraisal Effectiveness and its
Impact on their Motivation in Higher Education Institutions**

ادراك الموظفين لفعالية تقييم الاداء وتأثيره على تحفيزهم في مؤسسات التعليم العالي

Submitted by:

Samar Adel Jebreel

220120548

Supervised by:

Dr. Sami Ali Abu Al-Ross

A thesis submitted in partial fulfillment of the requirements for the Degree of
Master of Business Administration

November . 2015



هاتف داخلي 1150

مكتب نائب الرئيس للبحث العلمي والدراسات العليا

الرقم.....ج.س.غ/35/Ref

التاريخ.....2016/02/09م Date

نتيجة الحكم على أطروحة ماجستير

بناءً على موافقة شئون البحث العلمي والدراسات العليا بالجامعة الإسلامية بغزة على تشكيل لجنة الحكم على أطروحة الباحثة/ سمر عادل جبريل لنييل درجة الماجستير في كلية التجارة/ قسم إدارة الأعمال وموضوعها:

تصور الموظف عن أداء فعالية التقييم وتأثيرها على تحفيز الموظفين في مؤسسات التعليم العالي
Perception of employee about performance appraisal Effectiveness and its
Impact on Employee Motivation in Higher Education Institutions

وبعد المناقشة التي تمت اليوم الثلاثاء 30 ربيع الآخر 1437هـ، الموافق 2016/02/09م الساعة الحادية عشرة صباحاً، اجتمعت لجنة الحكم على الأطروحة والمكونة من:

.....
.....
.....

د. سامي علي أبو الروس مشرفاً و رئيساً
د. وسيم إسماعيل الهاييل مناقشاً داخلياً
د. محمد إبراهيم المدهون مناقشاً خارجياً

وبعد المداولة أوصت اللجنة بمنح الباحثة درجة الماجستير في كلية التجارة/قسم إدارة الأعمال.

واللجنة إذ تمنحها هذه الدرجة فإنها توصيها بتقوى الله ولزوم طاعته وأن تسخر علمها في خدمة دينها ووطنها.

والله ولي التوفيق ،،،

مساعد نائب الرئيس للبحث العلمي والدراسات العليا

أ.د. عبد الرؤوف علي المناعمة

بِسْمِ اللّٰهِ الرَّحْمٰنِ الرَّحِیْمِ

{ وَقُلْ رَبِّ زِدْنِيْ عِلْمًا }

سورة طه: (آية: 114)

{My Lord, increase me in knowledge}

Surah Ta-Ha: (114)

Dedication

To the soul of my role model who is the relief of my life .. my lovely father

To the most affection heart who supports me .. my beloved mother

To my lovely husband “Mahmoud”

To all who encourage, support, and help me

I dedicate this research

Samar Adel Jebreel

Acknowledgments

I would like to introduce many thanks to Allah for giving me the inspiration and guidance to accomplish this thesis.

My deepest appreciation and respect to my supervisor Dr. Sami Abu Al Ross who provided me the guidance, advice and support to complete this thesis.

I am fully thankful to all my teachers at the commerce faculty especially the teaching staff of business administration department who was the main supporters to me either at my bachelor or my master study to learn more and deeply educated in the field of business administration.

My sincere appreciation is to Dr. Samir Safi who assisted me in developing my questionnaire, and statistically analyzed the collected data of the research.

To the doctors who agreed to discuss and test the thesis, then giving their judgment.

I would like also to thank the employees at universities who helped me in filling the questionnaire and collecting the required data, and I would like to thank the respondents who provide me valuable input to conduct this research.

Finally, my appreciation is presented to all who provide me an advice, support, information, or encouragement in order to complete my master study.

List of Contents

Title	Page No.
Dedication	II
Acknowledgment	III
List of Contents	IV
List of Tables	VII
List of Figures	VIII
Abstract	IX
Abstract in Arabic Language	X
Chapter -1- The Research General Framework	1
Introduction	2
The Research Problem Statement	3
The Research Variables	4
The Research Hypotheses	4
The Research Objectives	5
The Research Importance	5
Chapter -2- Literature Review	6
Section One – Performance Appraisal & Motivation	7
Introduction	7
Performance Appraisal Definitions	8
Objectives of Performance Appraisal	9
Process for developing a systematic Performance Appraisal	9
Accurate performance measures	11
Characteristic of Effective Performance Appraisal system	12
Problem in Performance Appraisal	13
Relations Between Fairness, Satisfaction, Compensation, Appreciation and Performance Appraisal as Used in the Study	15
Relationship Between Performance Appraisal and Motivation	19
Section Two– Universities in Gaza	23

Introduction	23
Palestinian Universities in Gaza Strip	23
The Positive Features of the Palestinian Higher Education	26
The Negative Features of the Palestinian Higher Education	27
Challenges of Palestinian Higher Education	27
Performance Appraisal in Higher Education Institution	28
Chapter -3- Previous Studies	33
Introduction	34
Local Studies	34
Arabic Studies	41
Foreign Studies	46
General Commentary on Reviewed Studies	56
The Significant Differences of This Study	57
Chapter -4- Research Practical Framework	58
Introduction	59
Research Methodology	59
Research Procedure	59
Sources of Data	60
Data Collection Tools	60
Research Population & Sample	60
Research Sample	61
Questionnaire Design	61
Pilot Study	61
Data Measurement	62
Statistical Analysis Tools	62
Questionnaire Procedure	62
Validity of the Questionnaire	63
Reliability of the Questionnaire (Cronbach's Coefficient Alpha)	67
Chapter -5- Data Analysis and Hypothesis Testing	69

Introduction	70
Test of Normality	70
Descriptive Analysis of the Sample Characteristics	71
Data Analysis	73
Hypothesis Testing	83
Chapter -6- Conclusions and Recommendations	90
Introduction	91
Conclusions	91
Recommendations	93
Suggested Future Studies	95
References	96
The Holy Quran	97
Text Books	97
Articles and Thesis	97
Websites	101
Annexes	102
Annex (1): List of Referees	103
Annex (2): Questionnaire	104
Annex (3): Questionnaire in Arabic Language	109

List of Tables

No.	Table Title	Page No.
1	Population of the Research	60
2	Sample of the Research	61
3	Correlation coefficient of each paragraph of " Fairness " and the total of this field	63
4	Correlation coefficient of each paragraph of " Job Satisfaction " and the total of this field	64
5	Correlation coefficient of each paragraph of " Appreciation and promotion " and the total of this field	65
6	Correlation coefficient of each paragraph of " Compensation " and the total of this field	65
7	Correlation coefficient of each paragraph of " Employee Motivation " and the total of this field	66
8	Correlation coefficient of each field and the whole of questionnaire	67
9	Cronbach's Alpha for each field of the questionnaire	67
10	Kolmogorov-Smirnov test	70
11	Age	71
12	Gender	71
13	Marital Status	71
14	Job level	72
15	Educational Degree	72
16	Years of Experience	72
17	University	73
18	Means and Test values for "Fairness"	73
19	Means and Test Values for "Job Satisfaction"	75
20	Means and Test values for "Appreciation and promotion"	77
21	Means and Test Values for "Compensation"	79
22	Means and Test Values for "Employee Motivation"	81
23	Correlation coefficient between the effectiveness of performance appraisal and employee motivation in higher education institutions	83
24	Result of Stepwise regression	84
25	Independent Samples T-Test of the Fields and Their P-Values Age	85
26	Independent Samples T-Test of the Fields and Their P-Values for Gender	86
27	Independent Samples T-Test of the Fields and their P-Values for Marital Status	86
28	ANOVA Test of the Fields and their P-Values for Job Level	87
29	ANOVA Test of the Fields and their P-Values for Educational Degree	87
30	ANOVA Test of the Fields and their P-Values for Years of Experience	88
31	ANOVA test of the fields and their p-values for university	88

List of Figures

No.	Figure Title	Page No.
1	Research Variables	4
2	Performance appraisal process	10
3	The Research Methodology	59

Abstract

This research investigates the impact of effective performance appraisal on employee motivation at higher education institution at Gaza strip. Main variables affecting performance appraisal are (fairness, satisfaction , promotion & appreciation and compensation). The study also aims to identify differences with statistical coefficients in the employees attitudes towards the variables affecting performance appraisal resulted from the demographic characteristics of the study population.

The data of the research was collected using a questionnaire which was distributed to 300 employees (males, females) in the universities. A number of 200 questionnaires were valid for analysis. The researcher based on stratified random sampling & cluster during the research implementation according to the selected universities.

The following are the most important results:

1. Performance appraisal's fairness affect employees motivation .
2. There is a consensus disagreement on the bonuses and incentives resulting from performance appraisal.
3. There is a consensus disagreement on compensation resulting performance appraisal.
4. Performance appraisal process does not affect the motivation of staff because it's not followed by positive or negative incentives, which can adversely affect employee productivity and improve the level of performance

The most important recommendations were:

1. It is important to create a system of incentives so that the performance appraisal process does not become a routine operation annually and it will lose its luster with the passage of days, and this needs to find standards of justice and objectivity appear in the performance appraisal process so that the rewards go to those who deserve it.
2. It is advisable to update the current performance appraisal and replace it by other that can truly measure the performance of employees.
3. It is recommended to contribute performance appraisal system to motivate all of the employees.
4. It is important to work on increment the effectiveness of the financial compensation system .

ملخص الدراسة

تسعى هذه الدراسة إلى التعرف على مدى ادراك الموظفين لفعالية تقييم الاداء وتأثيره على تحفيز الموظفين في مؤسسات التعليم العالي. حيث كانت العوامل المؤثرة على تقييم الاداء الفعال هي (العدالة, الرضا الوظيفي, العلاوات والترقيات, التعويض). وقد هدفت الدراسة الى التعرف على مدى وجود فروق ذات دلالة احصائية في اتجاهات العاملين نحو تأثير فعالية تقييم الاداء على تحفيز الموظفين. وقد تم جمع بيانات الدراسة باستخدام استبانة تم توزيعها عشوائيا على 300 موظفاً وموظفة في الجامعات. وقد تم جمع 200 استبانة صالحة للتحليل. الباحث استند على عينة عشوائية طبقية وعنقودية خلال تنفيذ البحث وفقاً لنبذة من الجامعات.

وقد توصلت الدراسة إلى النتائج التالية:

1. أظهرت الدراسة موافقة على وجود تأثير إيجابي لعامل العدالة عن تقييم الاداء على تحفيز الموظفين.
2. هناك اجماع بعدم الموافقة على العلاوات والتحفيزات الناتجة عن تقييم الاداء.
3. هناك اجماع بعدم الموافقة عن التعويضات الناتجة عن تقييم الاداء.
4. بينت الدراسة أن عملية تقييم الأداء لا تؤثر على تحفيز الموظفين حيث لا يتبعها حوافز إيجابية أو سلبية مما يمكن أن يؤثر سلباً على إنتاجية الموظف وتحسين مستوى الأداء.

وقدمت الدراسة عدة توصيات أهمها

1. انشاء نظام للحوافز بشكل جدي حتى لا تكون عملية التقييم مجرد عملية روتينية.
2. من المستحسن تحديث نظام تقييم الاداء الحالي واستبداله بأخر قادر على قياس الاداء فعليا.
3. ربط عملية التقييم بالتحفيز.
4. العمل على زيادة فاعلية نظام التعويضات المالية في الجامعات.

Chapter One

The Research General Framework

- **Introduction**
- **Research Problem Statement**
- **Research Variables**
- **Research Hypotheses**
- **Research Objectives**
- **Research Importance**

Chapter One-The Research General Framework

Introduction

All institutions and enterprises ensure to carry out its work and activities with a high level of efficiency and effectiveness and employee who is subject to the performance appraisal are one of the most important variables affecting the efficiency and effectiveness where the effectiveness of any organization contribute with the efficiency of the human element and its ability and willingness to work as influential and effective component in the enterprise.

Performance appraisal process is one of the most important functions of human resources management is a measure not only of the individual but of the policies of management and development of human resources in the enterprise in general, through the results of performance appraisal we can judge the success of the recruitment and employment policies, to identify the training needs of employees in the enterprise and we can use these results as a basis for the disbursement of the moral and material rewards and make adjustments in the ranks of the employed according to the needs of the facility and to use these results when conduct promotions, allowances and give us the information to assist management in determining the suitability of the employee for his current and past the possibility of success in other jobs.

A performance appraisal is a systematic and periodic process that assesses an individual employee's job performance and productivity in relation to certain pre-established criteria and organizational objectives. Other aspects of individual employees are considered as well, such as, accomplishments, potential for future improvement, strengths and weaknesses, etc. To collect performance appraisal data, there are three main methods: objective production, personnel, and judgmental evaluation. Judgmental evaluations are the most commonly used with a large variety of evaluation methods. A performance appraisal is typically conducted annually.

The interview could function as "providing feedback to employees, counseling and developing employees, and conveying and discussing compensation, job status, or disciplinary decisions". Performance appraisal is often included in performance management systems. Performance management systems are employed "to manage and align" all of an organization's resources in order to achieve highest possible performance. "How performance is managed in an organization determines to a large extent the success or failure of the organization. Therefore, improving performance appraisal for everyone should be among the highest priorities of contemporary" organizations (Dwivedy,2012).

Performance appraisal is a formal system that evaluates the quality of an employee's performance. An appraisal should not be viewed as an end in itself, but rather as an important process within a broader performance management system that links: Organizational objectives , Day to day performance, Professional development, Rewards and incentives. In simple terms, appraisal may be understood as the assessment of an individual's performance in a systematic way, the performance being measured against such factors as job knowledge, quality and quantity of output, initiative, leadership abilities, supervision, dependability, cooperation, judgment, versatility, health and the like. Assessment should not

be confirmed to past performance alone. Potentials of the employee for future performance must also be assessed (**khan,2013**).

Most modern organizations apply specific forms of performance appraisal aiming at providing employees with feedback about their performance in the appraisal period on one hand, and to facilitate the task of the organization's top management in making decisions relating to promotion or demotion on the other hand. Performance appraisal is the process of evaluating appraisee's performance during a specific period. Performance appraisal is essential and useful for both the employees and the organizations. On the employees' level, it helps developing the skills and improving the capacities of employees. On the organizational level, it helps improving organizational planning and achieving the main goals of the organization efficiently and effectively (**Abu-Mosa,2008**).

Research Problem Statement:

The performance appraisal process is one of the most important administrative processes because they are the basis for measuring the performance of staff , where functional decisions for the future of workers were built, despite the importance of performance appraisal process, many institutions are not sufficient attention so it was important to study the effectiveness of the performance appraisal system and its impact on employee in universities.

For any organization to maintain employee`s motivation they have to give more attention on the effectiveness of performance appraisal in order to identify the various perceptions employees have about performance appraisal system in their organization and how far the performance appraisal does motivate the employees to perform better.

There is low level of consideration to increase the efficiency of performance appraisal system, such as, reviewing and developing criteria and appraisal forms, feedback, appealing, performance appraisal interview, training, and motivation according to performance level. The researchers recommend reassessing continuously the criteria adopted also the forms used in appraising the performance, applying and improving motivation whether positive or negative and relating it to the performance appraisal system, necessitating the conducting of assessing interviews to discuss the results with staff and how to improve them as well as training those who do the evaluation on how to manage performance appraisal and conduct successful interviews (**Abu-Ross&Madi, 2011**).

The research will investigate the level of universities employees' satisfaction on performance appraisal system. If the employees are satisfied on the performance appraisal, they will exert every possible effort to carry out the responsibilities and duties assigned to them efficiently and thus will make the organization to which they belong more efficient.

Performance appraisal at universities is perceived as a paper exercise and as a complementary part to the evaluation process. The current performance appraisal system at universities is worth studying as this will pave the way to highlight the shortcomings of the system and propose better techniques and procedures to evaluate the performance of the staff efficiently and effectively.

Appraisals are one of the most problematic and challenging modules of human resource management. Organizations look forward to regulate the rational and the realistic stability between employee's promise, motivation and the organization's performance.

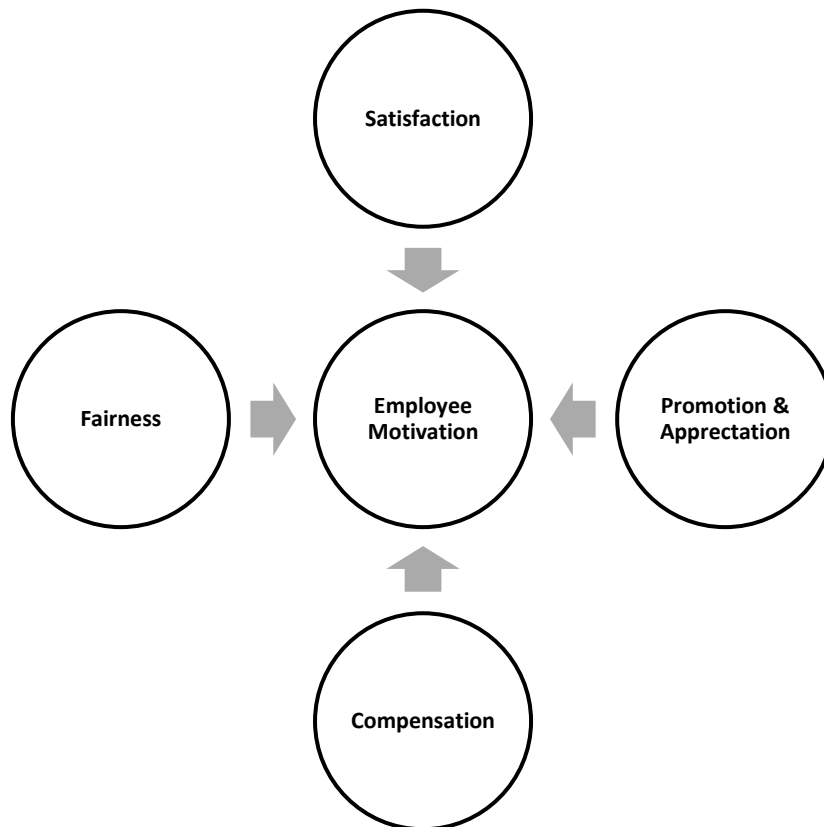
The problem statement of this research can be summarized in the following question:
“To what extent employee perceived performance appraisal effectiveness and its impact on employee motivation?”

Research Variables:

The variables of the research are the following:

1. Dependent Variables: Employee motivation
2. Independent Variables:
 - a) Fairness
 - b) Satisfaction
 - c) Appreciation
 - d) Compensation

Figure (1)- Research Variables



Source: Articulated by the Researcher, 2015, based on different models reviewed in literature (Saleh et al,2013,Lloyd,2009)

Research Hypothesis

The hypotheses of the research are the following:

1. The first major hypothesis :There are statistically significant relationship at the level of ($\alpha \leq .05$) between the effectiveness of performance appraisal and employee motivation in higher education institutions, this hypothesis is derived from the three sub-hypotheses:
 - a) There is a statistical significant correlation between performance appraisal fairness and employee motivation at 0.05 level.
 - b) There is a statistical significant correlation between satisfaction on performance appraisal and employee motivation at 0.05 level.
 - c) There is a statistical significant correlation between Appreciation and employee motivation at 0.05 level.
 - d) There is a statistical significant correlation between Compensation and employee motivation at 0.05 level.
2. The second major hypothesis: There is statistically significant effect at the level ($\alpha \leq .05$) for performance appraisal on employee motivation.
3. The third major hypothesis: There is statistically significant differences at ($\alpha \leq .05$) among respondents about the staff perception of the effectiveness of performance appraisal and its impact on employee motivation in institutions of higher education on personal data.

Research Objectives:

The following are the research set of objectives:

1. To Assess what are the most important factors related to performance appraisal which may affect employee motivation.
2. To recognize the reality of the process of appraising performance in universities in Gaza and identify challenges facing the process of performance appraisal and find solutions of scientific and practical perspective.
3. To identify mechanisms and the foundations for the development of the performance appraisal process and improve its services and achievements.
4. To Provide appropriate recommendations to create an effective performance appraisal model to motivate employee.

Research Importance:

Performance appraisals are very important tool in human resources management to retain efficient employees whose performance level with the organization is relevantly high from others, accordingly the importance of this research can be summarized in the following points:

1. Importance to universities: to enables universities to realize the impact on motivation regarding using effective performance appraisal also to attain growth, success for these universities.
2. Importance to Community: to contribute to the development of the universities performance appraisal, this consequently leads to service development and improvement that received by the community.
3. Importance to other researchers: conducting a new study in Gaza Strip, it could help Researchers and interested people to get benefit from this study to improve and build their studies and researches.
4. Importance to the researcher: to finish master thesis in business administration and to offer some useful information for decision maker about effective performance appraisal in universities in Gaza Strip.

Chapter Two

The Research Theoretical Framework

Section One: Performance Appraisal and Motivation

Section Two: Universities in Gaza

Section One - Performance Appraisal and Motivation

Introduction

Employee's performance is the major issue in an organization. This study focuses on finding out the impact of performance appraisal on employee's motivation. Performance appraisals are very important tool in Human resources management to retain efficient employees whose commitment level with the organization is relevantly high from others. Working with motivated employees actually increases the performance of the organization. The objective of the research was to identify new possibilities for increasing the degree of human resources motivation for supporting a more sustainable organizational development.

According to Sims and Veres, one interesting idea is that motivation like a part of the organizational wages policies has to be judiciously prepared and perfectly damped with the general policy of the organization in order to stimulate economic efficiency rather than to affect it . According to Tayson Development of wage policy is a complex activity that requires consideration of all aspects of essentially the salary, duties and functions of its base, its correlations with the most difficult economic and social variables and their implications on all interests of often divergent businesses. According to Topolosky For the owner of labor force and for the employee, the wage for is the main support for his or her livelihood and his family. According to Gavrilă et al His reaction will be to try to maximize not only pay to get a minimum of subsistence but to get as high paying. Therefore, policies should not neglect the needs and goals of people's, because the salary is an instrument of supporting both social and personal needs in the current century strongly marked by the modern communication and informational technologies (Androniceanu, 2009).

According to Androniceanu, job satisfaction is achieved according to a variety of sizes. Over time, they conducted a series of research that aimed to determine the dimensions or factors that generate state of satisfaction / dissatisfaction and weight to establish that they have these dimensions, types and levels of satisfaction/dissatisfaction. Making ideals, obtaining cash rewards in exchange for work performed, the development of personality traits, the employee contribution to the production of goods and services, development of human relations and shaping welfare state benefits, depend primarily on the relationship between expectations, abilities and goals of the person, on the one hand and existing conditions at work on the other hand (Androniceanu, 2009).

According to Lillian and Sitati Good organization performance refers to the employee's performance. Satisfactory performance of employees does not happen automatically. The history of performance appraisal is quite brief. Its roots can be traced in the early 20th century to Taylor's pioneering time and motion studies. The performance appraisal system start in practiced mainly in the 1940s and with the help of this system, merit rating was used for the first time near the Second World War as a method of justifying an employee's wages(Iqbal et al, 2013).

According to Armstrong Performance as behavior – the way in which organization's teams and individuals get work done. According to Mooney performance is not only related to

results but it also relates with activities and behaviors of employees that they adopted to achieve their given goals. According to Dessler performance appraisal as “comparing the employee’s present and past performance to his/her performance standards”. According to Grubb performance appraisal is a procedure to evaluate how individual personnel are performing and how they can improve their performance and contribute to overall organizational performance. According to Beach Performance appraisal is the systematic evaluation of employees according to their job and potential development (Iqbal et al, 2013).

According to Rizwan among financial, economic and human resources, the latest are more essential and have the capability to endow a company with competitive edge as compared to others. According to Shadae et al Employee Performance fundamentally depend on many factors like performance appraisals, employee motivation, Employee satisfaction, compensation, Training and development, job security, Organizational structure and other, but the area of study is focused only on employee motivation as this factor highly influence the performance of employees. Employee motivation is one of the policies of managers to increase effectual job management amongst employees in organizations. Motivated employee is responsive of the definite goals and objectives he/she must achieve, therefore he/she directs its efforts in that direction. (Manzoor, 2012)

Performance Appraisal Definitions:

Performance appraisal is a formal system that evaluates the quality of an employee’s performance. In simple terms, appraisal may be understood as the assessment of an individual’s performance in a systematic way, the performance being measured against such factors as job knowledge, quality and quantity of output, initiative, leadership abilities, supervision, dependability, cooperation, judgment, versatility, health and the like. Assessment should not be confined to past performance alone. Potentials of the employee for future performance must also be assessed (khan, 2013).

Many definitions have been recorded on performance appraisal; in the following lines we exhibit some of them" performance appraisal defined as formal assessment and rating of individuals by their managers at, usually, an annual review meeting(Armstrong, 2006).

According to Grote Performance appraisal defined as a formal management system that provides for the evaluation of the quality of an individual's performance in an organization. The appraisal is usually prepared by the employee's immediate supervisor. The procedure typically requires the supervisor to fill out a standardized assessment form that evaluates the individual on several different dimensions and then discusses the results of the evaluation with the employee. According to Mondy and Noe Performance appraisal is a formal system of review and evaluation of individual or team task performance (Deb, 2009).

Performance appraisal can be defined as a process aimed at determining the results of an employee's work, one of its main functions being to offer a justified compensation for his/her efforts. It can be based directly on a particular employee's work results or on his/her activities or competencies and is regarded as the main component of performance management, through which it is also possible to evaluate the effectiveness of an organization (Turk and Roolaht, 2007).

Objectives of Performance Appraisal :

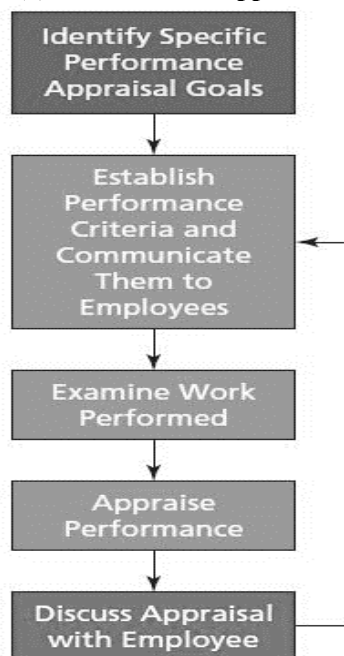
The objectives of periodic reporting are to establish an impartial assessment of the quality of a staff member's service with the following objectives in view:

1. Identifying systemic factors that are barriers to, or facilitators of, effective performance.
2. To improve communication. Performance appraisal provides a format for dialogue between the superior and the subordinate, and improves understanding of personal goals and concerns. This can also have the effect of increasing the trust between the rater and the rate.
3. To determine whether HR programmes such as selection, training and transfer have been effective or not.
4. Salary increase.
5. Tries to identify the strengths and weakness of an employee on his present job.
6. provides feedback to employees about their performance.(Khan, 2013)

Process for Developing a Systematic Performance Appraisal :

As shown in Figure 2, the starting point for the performance appraisal process is identifying specific performance goals. An appraisal system probably cannot effectively serve every desired purpose, so management should select the specific goals it believes to be most important and realistically achievable. For example, some firms may want to stress employee development, whereas other organizations may want to focus on pay adjustments. Too many performance appraisal systems fail because management expects too much from one method and does not determine specifically what it wants the system to accomplish.

Figure (2): Performance Appraisal Process



Source: Mondy, "Human Resource Management", Prentice Hall, , 2012, p. 240

The next step in this ongoing cycle continues with establishing performance criteria (standards) and communicating these performance expectations to those concerned. Then the work is performed and the supervisor appraises the performance. At the end of the appraisal period, the appraiser and the employee together review work performance and evaluate it against established performance standards. This review helps determine how well employees have met these standards, determines reasons for deficiencies, and develops a plan to correct the problems. At this meeting, goals are set for the next evaluation period, and the cycle repeats (Mondy, 2012). Managers may choose from among a number of appraisal methods. The type of performance appraisal system used depends on its purpose. If the major emphasis is on selecting people for promotion, training, and merit pay increases, a traditional method, such as rating scales, may be appropriate. Collaborative methods, including input from the employees themselves, may prove to be more suitable for developing employees (Mondy, 2012).

1. Step 1: Identify Key Performance Criteria: Perhaps one of the most challenging aspects of setting up a performance appraisal is deciding what to assess. In the essence, four key dimensions of performance should be considered in a performance appraisal: Competencies, Behaviors, Results/outcomes , Organizational citizenship behaviors . To ensure that the performance criteria are relevant to work practice and acceptable to appraisers and employees (Khan, 2013):
 - a) Base the performance criteria on an up-to-date job description
 - b) Develop criteria in consultation with appraisers and employees.
2. Step 2: Develop Appraisal Measure: Once clear and specific performance criteria have been developed, the next step is to decide how to assess employee's performance. It is recommended that a structured and systematic approach is taken to assessing performance. There are three important considerations in the design of appraisal measure (Khan, 2013):
 - a) Generic versus individually tailored measures
 - b) Objective versus subjective assessments
 - c) Assessing the impact of the work environment on performance.
3. Step 3: Collect Performance Information From Different Resources: Once the appraisal measures are developed, the next step involves collection of accurate performance information. A common trap is to begin noting observations of employees just before conducting appraisals. This is likely to give an inaccurate picture of a employee's performance. Ideally, employee's performance should be observed in a systematic way overtime (Khan, 2013).
4. Step 4: Conduct An Appraisal Interview: The next step in a performance appraisal is to conduct the appraisal interview. The two central purposes of the appraisal interview are to(Khan, 2013):
 - a) Reflect on past performance to identify major achievements, areas that require further development, and barriers/ facilitators to effective performance
 - b) Identify goals and strategies for further work practice.

5. Step 5: Evaluate The Appraisal Process :As with any organizational, the performance appraisal process should undergo regular review and improvement. For example, the process of performance appraisal could be evaluated by conducting focus groups or surveys with employees to gauge their satisfaction with the appraisal process (and suggestions for improvements). It may also be useful to monitor the types of issues raised by supervisors and employees overtime (Khan, 2013).

Accurate Performance Measures :

Performance should be accurately measured so employees will know where they can improve. Knowing where to improve should lead to training employees to develop new skills to improve. To be an accurate measure of performance, our measure must be valid and reliable, acceptable and feasible, specific, and based on the mission and objectives. The researcher discuss each here (Lussier& Hendonm, 2012):

1. Valid and reliable. As with all areas of people management process, there is a must make sure that all of performance management tools are valid and reliable. If method of measurement is not valid and reliable, then it makes no sense to use it. When a measure has validity, it is a factual measure that measures the process to measure. A reliable measure is consistent; it works in generally the same way each time.
2. Acceptable and feasible. Acceptability means that the use of the measure is satisfactory or appropriate to the people who must use it. However, in performance appraisal, this isn't enough. Acceptability must include whether or not the evaluation tool is feasible. Is it possible to reasonably apply the evaluation tool in a particular case?
3. Specific. any evaluation measure need to be specific enough to identify what is going well and what is not. The word specific means that something is explicitly identified , or defined well without accurate measures of performance, the performance appraisal can't be reliable or valid enough that all involved understand the issue completely. In performance appraisal, specific means that the form provides enough information for everyone to understand what level of performance has been achieved by a particular employee within a well-identified job.
4. Based on the mission and objectives. make sure that performance management system leads to accomplishment of organizational mission and objectives. Also to ensure that the performance management process guides employees toward achievement of the company's mission and objectives over time.

Characteristics of Effective Performance Appraisal System :

An effective performance appraisal system has a strategic importance to the organization. Clearly, the organization must monitor the extent to which it is conducting its performance appraisals effectively, adequately, and appropriately. As with selection, performance appraisal must be free from bias and discrimination. Also, regardless of which performance appraisal approach is used, an understanding of what performance management is supposed to do is critical. When performance appraisal is used to develop employees as sources, it usually works. When management uses performance appraisal as a punishment or when raters fail to understand its limitations, it fails. The key is not which form or which method is used, but whether managers and employees understand its purposes. In its simplest form, a performance appraisal is a manager's observation.

An effective performance management system will be:

1. Consistent with strategic mission of the organization,
2. Beneficial as a development tool,
3. Useful as an administrative tool,
4. Legal and job-related,
5. Viewed as generally fair by employees, and
6. Useful in documenting employee performance.

Most systems can be improved by training supervisors, because conducting performance appraisals is a big part of a performance management system. Training should focus on minimizing errors and providing a frame of reference on how raters observe and recall information. Organizationally, there is a tendency to distill performance into a single number that can be used to support pay raises. Systems based on this concept reduce the complexity of each person's contribution in order to satisfy compensation-system requirements (Sims, 2002).

In an appraisal discussion, five fundamental areas need to be covered (Maddux, 2000):

1. The measurement of results of the employee's performance against goals and standards.
2. Recognition of the employee's contributions.
3. Correction of any new or ongoing performance problems.
4. Training and personal development needs for both current and future applications.
5. The establishment of goals and/ or standards for the next appraisal period

The basic purpose of a performance appraisal system is to improve performance of individuals, teams, and the entire organization. The system may also serve to assist in the making of administrative decisions concerning pay increases, transfers, or terminations. In addition, the appraisal system must be legally defensible. Although a perfect system does not exist every system should possess certain characteristics. Organizations should seek an accurate assessment of performance that permits the development of a plan to improve individual and group performance. The system must honestly inform people of how they stand with the organization (Mondy and Noe, 2005).

Problems in Performance Appraisal:

The researcher sum up some of the problems in performance appraisal in the following points (Mondy, 2012):

1. **Appraiser Discomfort:** Conducting performance appraisals is often a frustrating human resource management task. One management guru, Edward Lawler, noted the considerable documentation showing that performance appraisal systems neither motivate individuals nor effectively guide their development. Instead, he maintains, they create conflict between supervisors and subordinates and lead to dysfunctional behaviors. This caveat is important.
2. **Lack of Objectivity:** A potential weakness of traditional performance appraisal methods is that they lack objectivity. In the rating scales method, for example, commonly used factors such as attitude, appearance, and personality are difficult to measure. In addition, these factors may have little to do with an employee's job performance. Although subjectivity will always exist in appraisal methods, employee appraisal based primarily on personal characteristics may place the evaluator and the company in untenable positions with the

- employee and equal employment opportunity guidelines. The firm may be hard-pressed to show that these factors are job-related.
3. Halo/Horn :A halo error occurs when a manager generalizes one positive performance feature or incident to all aspects of employee performance, resulting in a higher rating. This phenomenon is known as the horn error, an evaluation error that occurs when a manager generalizes one negative performance feature or incident to all aspects of employee performance, resulting in a lower rating.
 4. Leniency/Strictness: Some managers are too generous with praise or too hard on a person. When managers know they are evaluating employees for administrative purposes, such as pay increases, they are likely to be more lenient than when evaluating performance to achieve employee development. Leniency, however, may result in failure to recognize correctable deficiencies. The practice may also deplete the merit budget and reduce the rewards available for superior employees. In addition, an organization will find it difficult to terminate poor-performing employees who continuously receive positive evaluations.
 5. Central Tendency: Central tendency error is an evaluation appraisal error that occurs when employees are incorrectly rated near the average or middle of a scale. This practice may be encouraged by some rating scale systems that require the evaluator to justify in writing extremely high or extremely low ratings. With such a system, the rater may avoid possible controversy or criticism by giving only average ratings.
 6. Recent Behavior Bias:. Individuals in the workforce are not children, but they are human. Virtually every employee knows precisely when a performance review is scheduled. Although his or her actions may not be conscious, an employee's behavior often improves and productivity tends to rise several days or weeks before the scheduled evaluation. It is only natural for a rater to remember recent behavior more clearly than actions from the more distant past. However, formal performance appraisals generally cover a specified time, and an individual's performance over the entire period should be considered. Maintaining records of performance throughout the appraisal period helps avoid this problem.
 7. Personal Bias (Stereotyping): This pitfall occurs when managers allow individual differences to affect the ratings they give. If these are factors to avoid such as gender, race, or age, not only is this problem detrimental to employee morale, but it is blatantly illegal and can result in costly litigation. The effects of cultural bias, or stereotyping, can definitely influence appraisals. Managers establish mental pictures of what are considered ideal typical workers, and employees who do not match this picture may be unfairly judged. Discrimination in appraisal can be based on other factors as well. For example, mild mannered employees may be appraised more harshly because they do not seriously object to the results.
 8. Manipulating the Evaluation: In some instances, managers control virtually every aspect of the appraisal process and are therefore in a position to manipulate the system. For example, a supervisor may want to give a pay raise to a certain employee or the supervisor may just "favor" one worker more than another. In order to justify this action, the supervisor may give the employee an undeserved high performance evaluation and perhaps a less favored, but productive, employee a lower rating. Or, the supervisor may want to get rid of an employee and so may give the individual an undeserved low rating. In either instance, the system is distorted and the goals of performance appraisal cannot be achieved. In addition, in the latter example, if the employee is a member of a protected group, the firm may wind

up in court. If the organization cannot adequately support the evaluation, it may suffer significant financial loss

9. **Employee Anxiety:** The evaluation process may also create anxiety for the appraised employee. This may take the form of discontent, apathy, and turnover. In a worst-case scenario, a lawsuit is filed based on real or perceived unfairness.⁴² Opportunities for promotion, better work assignments, and increased compensation may hinge on the results. This could cause not only apprehension, but also outright resistance. One opinion is that if you surveyed typical employees, they would tell you performance appraisal is management's way of highlighting all the bad things they did all year.

There will be times when employees do not agree with your performance appraisal. When this happens the employee should be given an opportunity to write a rebuttal to be attached to the appraisal form before it becomes final. A formal process should be available through which he or she can appeal the rating. To help reduce other problems the manager or supervisor will need to (Puckett, 2005):

1. Avoid their own personal bias and problems and have complete knowledge of the standards/goals to be evaluated.
2. Use the best appraisal tool for the person or group that is being evaluated.
3. Train all managers and supervisors to use the rating instrument properly.
4. Maintain a diary of good and bad incidents; have daily contact with employees.
5. Avoid legal and ethical issues by using objective, measurable, well-documented materials/incidents.
6. Be honest, ethical and – as appropriate– offer corrective guidance to the employee.

Relations Between Fairness, Satisfaction, Compensation, Appreciation and Performance Appraisal as Used in the Study:

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

1. **Fairness:** according to Greenberg , Folger et al Process in evaluating the performance of employees is one of the most important determinants of organizational justice. According to Arif et al Although researchers argue about the category of fairness, there is a general consensus that organizational justice consists of at least two components, namely distributive and procedural justice. According to Greenberg, Colquitt et al the procedural justice is the perception of workers that procedures used to evaluate their performance is fair while distributive justice means that performance or rewards received from the use of these procedures is fair. according to Jehad et al Further review in the literatures indicates that fair practices in human resource management, particularly in terms of performance appraisal has a predictive role in the employees' attitude such as the organization's commitment . according to Morrow Performance appraisal is viewed as an important mechanism for changing employees' attitude and behaviors such as affective commitment. Moreover, a study by Tam indicates that the commitment of government employees is higher in the federal government agencies that implement a fair and transparent assessment(Saleh et al,2013).

According to Bernardin & Beatty Employees want fair dealing in PAS, which is a vital component of organization's HRM. The literature reveals that fairness perceptions about

various components of PAS have very serious implications not only for employees, but also for an organization. According to Martin & Bartol. Due to importance of PAS's fairness, it is a significant topic of investigation among researchers in the field of organizational psychology 523 and according to Boyd & Kyle discussion continues among the scholars about (un)just nature of PASs. According to Landy, Barnes, & Murphy in the context of performance appraisal, variables pertaining to fairness are: knowledgeable supervisor, chance given to employee for expressing his/her appraisal related feelings and appraisal frequency in a rating year. According to Gabris & Ihrke et al, if employees have an opportunity to change their ratings or have given simply right to raise their voice against ratings which they perceive unfair.

According to Erdogan and Jawahar distributive justice deals deals with outcomes fairness and in performance appraisal context, appraisal ratings are outcomes. The second also argued that employees' satisfaction with various aspects of PAS, like, performance targets setting and performance feedback are related to fairness of appraisal system. Likewise, Gilliland and Langdon claimed that employees' fairness perceptions of PAS have significant effect on the performance appraisal rating's acceptance, ratees' satisfaction with performance appraisal process and organizational commitment. Many organizational researchers have expressed fairness of performance appraisal in terms of Organizational Justice (OJ). according to Cropanzano & Greenberg in work settings, organizational justice deals with employees' fairness perceptions of various organizational procedures or outcomes.

According to Adams the study of fairness or organizational justice came out from Adam's equity theory in the social-psychology literature. According to Greenberg Employees' perceptions of fairness depend on one or more of their perceptions concerning the various organizational outcomes which they receive from the organization (distributive justice), procedures used to make those decisions (procedural justice) and the treatment which they receive from organization or agents (i.e. managers) (interpersonal justice) and all the required information related to various outcomes is provided within an organization d factor, procedural justice is associated with the fairness perceptions of the standards followed, methods and processes used for appraising performance of employees. The third factor is called interpersonal justice, which deals with appraisees' perceptions about the treatment of supervisor.

Fourth factor in PAS related to fairness is called informational justice, it means providing appraisees all the information relevant to decisions or appraisal process. according to Cawley et al, Employees always anticipate that organization will appraise and reward their performance fairly without concealed purposes. according to Roberson & Stewart it is necessary to establish a fair PAS in organization so that employees could be rewarded or punished on the basis of their actual job performance, rather than on personal likes or dislikes of supervisor or other irrelevant assessment criteria. Likewise, it is also important that management should give full attention to employees' fairness perceptions of PAS to get users view about the system. Ultimately, this will help management to design and implement the appraisal system according to desires of its users. According to Cook & Crossman Once organization has established a fair PAS, then responsibility for its

operation just and consistent manner, lies on the shoulders of people who conduct appraisal (Ikramullah, et al, 2011).

2. Satisfaction: When performance appraisals meet the employees' needs in such areas as gaining recognition, sensing achievement and competence, experiencing growth, and meeting objectives, they're also contributing to the employees' job satisfaction, and this is one of the most important elements at work today. When employees are satisfied, some of the most visible indicators are reduced turnover, absenteeism, and tardiness. On the flip side, when employees are subjected to a shoddy or even nonexistent performance appraisal system, the opportunities to fulfill these higher-level employee needs are substantially reduced (Lloyd, 2009).

Several studies had shown that the effect of performance appraisal on employee attitudes and behavior is through the satisfaction of performance evaluation. For example, a study conducted by Tang et al., found that elements of organizational justice are important in predicting the employees' satisfaction of the performance appraisal and commitment to the organization. They suggest that managers have control over the employees' perception of the organizational justice in order to give effect to their satisfaction, commitment and participation in the organization. Another study conducted by Panggabean supports the view that satisfaction of the performance appraisal is important in linking the perception of fairness of performance appraisal with the organizational commitment. Similarly, a study by Thurston found that the relationship between fairness in performance appraisal with organizational citizenship behavior is mediated by the satisfaction of the former (Saleh et al, 2013).

3. Compensation: The performance appraisal activities enable to determine whether the employees' performance is in accordance with established objectives and it is primarily based on the appraisal of employees' work results and activity (behavior), also competence (skills, abilities and characteristics). According to Fletcher in the modern management, performance appraisal is viewed in the broader context of performance management, whereas precision of measurement and accuracy of ratings is accompanied by social and motivational aspects of the appraisal process. Alongside with task performance, which covers job-specific behaviors and employee's core responsibilities, in the appraisal process more attention has been devoted to non-job specific behaviors, like cooperation, dedication, enthusiasm and persistence. Boyd and Kyle reported that these aspects form contextual performance, which is, because of increasing organizational and task complexities, becoming more and more important. According to Budhwar and Boyne Employees' compensation is a process of rewarding employees with monetary and non-monetary benefits according to the value of their work, thus compensating them for their efforts. Interestingly, comparative study about HRM functions that private sector companies tend to use skill-based or competency-based systems, while in public organizations dominate more traditional compensation systems. This shows that compensation policies develop faster in private sector. In modern context, external job value does not depend only on local labour market conditions, but also on international market. (Türk & Roolah, 2007).

Performance appraisal can be defined as a process aimed at determining the results of an employee's work, one of its main functions being to offer a justified compensation for his/her efforts. It can be based directly on a particular employee's work results, or on his/her activities or competencies and is regarded as the main component of performance management, through which it is also possible to evaluate the effectiveness of an organization. The performance appraisal activities enable determination of whether the employees' performance accords with the established objectives and are primarily based on the appraisal of employees' work results. A performance appraisal criterion has to be relevant, reliable and justly measurable, while also closely linked with the objectives of the organization and its subdivisions.

Boyd and Kyle also stress that one of the antecedents to distributive and procedural justice of performance appraisal is social justice that defines the nondiscriminatory nature of the process between social groups. Here distributive justice refers to the fairness of compensation in the light of an employee's performance and procedural justice to the accuracy and suitability of appraisal procedures (according to Boyd, Kyle also Brown, Benson. Performance appraisal has also been viewed as a "painful annual event" when the manager evaluates the employees' performance; it rarely had close links with the overall mission and program of the organization that were designed to maximize human effort. Appraisal results have a very important role in the HRM activities of the organization. according to Mani A well-established appraisal system helps to make justified decisions and avoid litigation by terminated employees.

Yet, in the ideal case, according to Grote a performance appraisal system should establish a connection between the organizational and personal goals as well as shape and change organizational culture towards a result-driven climate. According to Longenecker, Fink the modern appraisal process is an essential part of organizational life, for it helps to justify, besides compensation differentiation, for example, promotions, demotions, selection validations and terminations . A well-established performance appraisal system should render enough information for determining a fair compensation. Although performance-based compensation has been traditionally quite common, and sometimes complemented by experience-based compensation, more contemporary compensation systems are based upon an employee's skills and competence. Interestingly, according to Budhwar, Boyne a comparative study of the HRM functions showed that private-sector companies tend to use skills-based or competency-based systems, while public organizations prefer more traditional compensation systems. This allows us to conclude that compensation policies develop faster in the private sector, which shows that private universities tend to be more dynamic and adapt faster to changes in the education market (Turk&Roolaht, 2007).

Performance appraisal results provide a basis for rational decisions regarding pay adjustment. Most managers believe that they should reward outstanding job performance tangibly with pay increases. To encourage good performance, a firm should design and implement a reliable performance appraisal system and then reward the most productive workers and teams accordingly (Mondy and Noe, 2005).

4. **Appreciation:** In an organization setting, an employee feels elated when appreciated by his or her manager for their good performance. Employee appreciation can do wonders for the morale of the employees. It motivates them to strive for better performance all the time. A manager can appreciate employees in various ways. It can be a simple thank you note, a pat on the back, an email appreciating the work, an award (like an outstanding employee award), a memorable gift or can be in the form of monetary rewards.

Employee appreciation need not always be expensive! A sincere word of appreciation would help employees to remain motivated for months! I think that more than the type of appreciation, the intention to truly and sincerely appreciate is what matters a lot to the employee and will be cherished by the employee.

A lot of success in organizations also comes from the coordinated efforts of a team or team-work. In such cases, managers would have to take care to appreciate the efforts of everyone involved. Benefits of employee appreciation (Kalyanasundaram, 2014):

- a) It improves the morale of employees and motivates them to perform better.
- b) It engages employee. Employees feel cherished and become more loyal to the organization.
- c) Reduces attrition. Employees who are appreciated for good performance usually do not leave the organization for just for an increase in their salary.
- d) It leads to better organization goal achievement because of better performance.
- e) Employees more willingly participates in organization related activities, because they are more engaged.
- f) If employees are appreciated when it is due to them, they would not mind to hear negative feedback now and then. In fact they would be willing to listen to their weak-areas and would make an effort to improve them.
- g) Employees who receive appreciation would be willing to pass on the appreciation to people who report to them. So a culture of employee appreciation would develop where there is mutual admiration and respect of everyone's performance.

Relationship Between Performance Appraisals and Motivation:

Motivation, according to Bulkus & Green, motivation is derived from the word "motivate", means a move, push or influence to proceed for fulfilling a want. Bartol and Martin describe motivation as a power that strengths behavior, gives route to behavior, and triggers the tendency to continue. This explanation identifies that in order to attain assured targets; individuals must be satisfactorily energetic and be clear about their determinations. In view of Bedian , it is an internal drives to satisfy an unsatisfied need and the will to accomplish. Also according to chowdhury, M.S motivation is a progression of moving and supporting goal-directed behavior. According to Reena et al it is an internal strength that drives individual to pull off personal organizational goals. According to Kalimulla et al motivation is a set of courses concerned with a

kind of strength that boosts performance and directs towards accomplishing some definite targets (Mugobo, 2013).

What does effective mean? Effectiveness occurs when appraisal interactions are non-controlling, non-defensive, supportive, educative and yet confidential. Effective appraisal therefore is underpinned by a relationship of respect and has outcomes directly linked to improved learning and teaching. Effectiveness is also linked to appraisal processes and information that have clarity, objectivity and high integrity, where deep development is a goal rather than quick-fix expedience. The features described are not presented in order of significance - all are important, (Irvine, 2003).

Ken Lloyd from Performance Appraisals and Phrases for Dummies has tried to establish the relationship and as per his opinion, Motivation is the process that energizes employees and propels them to pursue their goals. Well-designed and well-executed performance appraisals have a strong motivational impact. Appraisals have the power to motivate employees because they provide a number of interconnected benefits (Mehta, 2014):

1. They demonstrate the need for improvement: If employees don't have a clear understanding of how they've been performing, they can't be motivated to make any improvements.
2. They meet higher-level psychological needs: Researchers continue to find that recognition is one of the most powerful forms of motivation for large numbers of employees. Although you can find numerous possible sources of recognition on the job, performance appraisals are an opportunity for employees to receive formal, significant, and enduring recognition from their manager.
3. They build a sense of personal value: When managers take the time and effort to carefully review, analyze, document, and discuss performance with employees, the underlying message to the employees is that they're important and valuable, and this alone is quite rewarding, whether the feedback is positive or not.
4. They enhance personal development: Performance evaluations are motivational for employees who are looking to enhance their personal learning, growth, and development. Appraisals are a highly valuable source of information, insights, and tools necessary for such progress. Performance appraisals are similarly motivational for employees whose needs are centered on achievement, goal attainment, and sensing personal effectiveness, respect, and trust.
5. They turn employees around: When employees are performing poorly, performance appraisals can provide the wakeup call that they need to get refocused and reenergized. With performance appraisal, however, the purpose of the session is not strictly disciplinary, so the employee is more likely to walk in with a more receptive and open mind. As a result, your comments regarding an employee's questionable performance have an excellent chance of being heard and generating action as a result.
6. They increase satisfaction: When performance appraisals meet the employees' needs in such areas as gaining recognition, sensing achievement and competence, experiencing growth, and meeting objectives, they're also contributing to the employees' job satisfaction, and this is one of the most important elements at work today. When employees are satisfied, some of the most visible indicators are reduced turnover, absenteeism, and tardiness.

According to Ram et al., argues that a large number of firms had started investing heavy funds in developing the employees into a highly trained Human Resource. The major force working behind this foresight is the higher financial performance of the organization in services sector is highly dependent upon the satisfaction level of their workforce. If the staff of a company are not satisfied from the organization and have low level of motivation then their mental grievance will definitely emerge in the shape of low quality customer services. As in case of services sector the employee had direct contact with the customer so it leaves direct impact of inner state on the customer, and ultimately resulting poor customer satisfaction. (Awwan et al.,2014)

According to Nyaoga, Simeon & Magutu When people are treated with care, shown trust, listened to and encouraged to do better, they reciprocate by being responsible and productive . In linking human resource management with individual employee performance, Armstrong (2009) says that the factors that affect the level of individual performance are motivation, ability and opportunity to participate. In the same vein he states that the link between human resources management and the organizational performance has three propositions; HR practices can make a direct impact on employee characteristics such as engagement, commitment, motivation and skill; if employees have these characteristics it is probable that organizational performance in terms of productivity, quality and the delivery of high levels of customer service will improve; if such aspects of organizational performance improve, the financial results achieved by an organization will improve. Armstrong perceives performance as a function of ability and motivation, thus job performance = f {(ability) (motivation)}.

Vroom in his theory of expectancy suggested that people needed both ability and motivation to perform well and that if either ability or motivation is zero, there will be no effective performance. Marchington and Wilkinson agree that employees need the necessary skills and the tools materials to do a good job and without these, having highly motivated employees does not necessarily equate with good job performance. Motivated and skilled employees who have had inadequate training and are provided with inappropriate raw materials are also unlikely to do a job to the required standard (ibid). Wehrich and Koontz agree that performance is a function of ability, the perception of the task required and effort. Effort is influenced by the value of rewards and the perceived effort-reward probability hence performance accomplishment is in turn related to rewards and satisfaction (ibid).

Armstrong asserts that motivation is only likely when a clearly perceived and usable relationship exists between performance and outcome and the outcome is seen as a means of satisfying needs. Vroom focused especially on those factors involved in stimulating an individual to put effort into something, since this is the basis of motivation (ibid). Cole indicates that management can achieve high performance when employees see their membership of a work group to be 'supportive', that is to say when they experience a sense of personal worth and importance from belonging to it. High producing managers and supervisors tend to foster just such relationships with and within their groups (ibid) (Ngima,Kyongo, 2013).

One aspect of employee is motivation giving (power stimulant) to employees, with popular as giving employees spirit to work. Every employee who gave useful possibilities into organization is arranged by leadership to realize that. Effort to realize these possibilities is using motivation. According to Manulang motivation is intended to give power to employee in order work with his own efforts. According to Liang Gie et al. in Matutina et al, work that performed by one manager in providing inspiration, enthusiasm, and encouragement to others (employees) will take such measures. Giving encouragement is intended to remind people or employees so they are excited and can achieve desired result. Therefore, a manager is demanded to know or understanding the nature and characteristics of employees. It requirement is based on mastery motive manager on behavior and actions are limited the motive, then manager can affect subordinates to act in accordance with organization wishes. According to Martoyo Motivation basically is a process to try to affect someone to do what we want to do . In other words, it is beyond encouragement of someone to carry out something. Encouragement (driving force) meant a natural urge to satisfy life need, and a tendency to sustain life. Most important key is a deep understanding of human beings. As said by Liang Gie in Martoyo, motive or impulse is an impulse that became base for a person to do something or working, highly motivated, namely those who carry out substantial efforts in order to support the objectives of production work unit, and organization where he works. A person without motivation only gives minimum effort to work. Research results of Choong, Y et al. showed that an intrinsic motivation affect significantly on organizational commitment. Nawab and Bhatti, found that employee compensation positively and significantly affect on organizational commitment (Rizal et al , 2014).

Several empirical studies have been done on importance of Performance appraisal. Najeeb studied Performance Appraisal in Habib Bank Limited and concluded that transparent appraisal system is vital to an organization and the results of the appraisal affect the performance of any employee heavily. Saeed and Nosheen investigated employees' perception about the outcomes of Performance appraisal and identified factors which can harm the successful implementation of performance appraisal.

According to Joison, Performance appraisals are often linked to incentives such as raises and promotion for a worker whose performance is reviewed as high, and job cuts for a worker whose performance is reviewed as low. While it should be a standard policy, not every company endeavors to reward proficient employees for their added efforts. According to Ishaq et al, appraisal results are used in many organizations, either directly or indirectly, to help identify the better performing employees who should get the majority of the available merit pay increases, bonuses and promotions.

Since performance appraisal involves evaluation of employee performance, some employees may be scared of the act of evaluation. Two possible explanations for this is the absence of rewards for properly completed process. Blau suggests that performance appraisals can contribute to job

dissatisfaction and to the development of negative employee attitudes toward their company thus lowering productivity.

The output of every organization depends on how well and how much the performance of an employee is appraised and evaluated. Productivity can therefore be defined as “quality or volume of the major product or services that an organization provides”. In short, productivity is what comes out of production. Managers of every business organization are charged with the responsibility to motivate their employees to achieve organizational goals. Dzinkowski utilized employee productivity to be one of evaluating items for human capital. In addition, the employee productivity could estimate the extent of contribution from an employee (Abaja et al.,2012).

Section Two - Universities in Gaza

Introduction

University became an aspiration of the peoples rising to achieve their aspirations and goals, and has become the main gate from where they pass to contemporary societies to the bridge of progress and prosperity that connects to the top of the highest ranks of pride and dignity to the fertile ground of science and technology, which dominates today's world. The university is no longer independent of its environment, it is a community foundation affect and are affected by it's political, economic and social conditions, and reflect the developments experienced by this community.

Higher Education occupies the attention of governments, institutions and individuals, because of its importance in drawing Future paths for states and communities, and its importance increased in the light of what posed by globalization of concepts And applications and promote the rapid developments of information and communication systems, resulting significant shifts towards adapting to the so-called Global Information society and knowledge, and moved to compete in global markets between the companies to institutions of higher education, a new type of competition which based on innovation and development as a means to get higher returns (Hagar, 2004).

Such a shift in the nature of competition between institutions of higher education, makes it imperative for any university want to compete globally, rethink their strategies and philosophy all that would impact on the Capabilities, to gain access to global competition, and thus before the new tasks, take three Axes: the first focuses on self-assessment to determine their competitiveness, while the second axis evaluate Competitors to determine their potential and their abilities, and under what it provide they are working to identify a series of activities and practices in accordance with the analysis of the results of the first and second axes in order to enter the competition and be able to stay and growth(Hagar, 2004).

The success of these universities in the competition process in the third millennium is associated with quality of the education, ie, the ability to turn what we learn to the products or services that can compete, through Universities response to the needs of their communities, making the workplace and production area for the use of education and application of knowledge that is reflected on the creative capabilities and their growth and development(Hagar, 2004).

Palestinian Universities in Gaza Strip :

Contemporary universities are similar in their objectives, the specificity of each university stand out through the surrounding environment as a social institution required to serve the community and meet its needs, and whatever community the university belongs to the, the goals of these universities is based on three main pillars: (Higher Education - research - community service). These goals can be summarized in the following points (Abu Watfa, 2002):

- 1- Preparation of professional competencies and specialized leadership cadres.
- 2- Integrated personal development of the Palestinian student.
- 3- Upgrading in the field of scientific research and research work that contribute to solving the problems of the Palestinian community.

- 4- Prepare lesson plans and the development of its courses.
- 5- Keep up with what is new in the field of scientific and technological progress.
- 6- Participate in community service and meet its needs and its various activities.

Despite the difficult conditions and problems faced by the Palestinian universities but it has made sincere efforts in the face of these circumstances characterized by insisting and challenge, where it is necessary to work hard to move towards a new phase requiring different and distinct quality of performance, policy, management, skill and education so that it can carry out the envisaged role of its existence, in response to the new insights that should the new Palestinian reality to deal with it (Othman, 2003).

The following brief review of three universities:

- 1- Islamic University of Gaza (IUG)
- 2- Al-Azhar University (public-civil)
- 3- Al-Aqsa University (governmental)

These universities give a bachelor`s degree, also give master`s degree in some disciplines such as management education and engineering and Phd.

The following is brief review of those universities:

1. Islamic University Of Gaza (IUG): In 1967, it was deemed necessary to a group of academics to establish a higher education institution in Gaza Strip to serve thousands of students and help them save their time, money and efforts. On that account, the establishment of Islamic University (IUG) was in 1978. Starting with three faculties only, IUG developed its facilities and academic departments to have ten faculties at the moment to offer BA, B.Sc., MA, M.Sc., Diploma and higher Diploma in different disciplines. Through sincere and continuous efforts and because of its highly qualified graduates, IUG has won both national respect and international fame. Nowadays IUG is an independent academic institution located in Gaza. IUG is a home to the well-planned programs, a way to the different community levels and a place for researchers and good teachers. IUG is a member of four associations: International Association of Universities, Community of Mediterranean Universities, Association of Arab Universities and Association of Islamic Universities. IUG strives to be the leading Palestinian University working to develop educational and cultural standards in the Palestinian society according to professional values and principles. That is considered the vision of IUG. For its mission, IUG tries very hard to provide high quality education to students, particularly those living in Gaza Strip. Also, it encourages academic and scientific research to meet the challenges. In addition, IUG tries to participate effectively in developing the Palestinian community as well as, to promote knowledge and professional skills and science advancement (IUG website, 2015).

The Islamic University of Gaza (IUG) is an independent academic institution supervised by the Ministry of Higher Education. It is a member of four associations: Association of Arab Universities, Federation of the Universities of the Islamic World, Community of Mediterranean Universities, and International Association of Universities. In addition, IUG works closely with numerous universities around the world.

IUG provides for its students an academic environment that adheres to Islamic principles as well as Palestinian traditions and customs. It also provides all available resources,

including the most up-to-date technology in service of the education process (**IUG website, 2015**)

2. Al-Azhar University –Gaza :Al-Azhar University - Gaza is a Palestinian public, independent, non-profit, higher education institution, designed to meet the needs of the Palestinian and Arab community of qualified human resources in different cognitive specialties, scientific research, and sustainable development with a focus on employing modern techniques in the collection of science and knowledge, and maintain the authenticity of the Palestinian heritage and the Arab and Muslim world, and adherence to the principles of democracy and human rights, and the values of justice and equality, and to abide by the rule of law, transparency, tolerance, respect and non-discrimination , diversity, and community partnership. In 1992 was the establishment of four other colleges, pharmacy, agriculture, arts and humanities, and then a seventh college added in 1993, Economics and Administrative Sciences, and in 1997 was the establishment of the Faculty of Applied Sciences, then the faculty of Medicine was opened in 1999, and in 2001 was the opening of the faculty of Computer and Information Technology (**Al-Azhar University Manual, 2015**).

President Arafat’s decision in 1991 to establish Al-Azhar University-Gaza has materialized the overwhelming dream of the Palestinian academic cadres in creating a Palestinian national university, that can fulfill the ambitions and achieve the dreams of the Palestinian upcoming generations, and help them pursue their higher studies under the supervision of highly qualified Palestinian cadres. Having been given limited access to Arab and international universities.

Thousands of Palestinian students have joined Al-Azhar University-Gaza pursuing studies in different academic fields, and acquiring Palestinian values to help them take part in the construction of their own state. In nineteen years of its life, the University has twelve faculties. Besides, the university comprises educational centers, which can meet the needs of the Palestinian community, and help its youth majoring in diverse and fruitful fields of post-graduate knowledge.

Moreover, the University has established postgraduate study programs towards a Master Degree in Pharmacy, Arts, Mediterranean Studies, Law, Education, Agriculture, Water Sciences and Environment, Statistics, Accounting, Business Administration, Economic, Political Sciences, Chemistry, Biology and Mathematics.

It will be historically acknowledged that Al-Azhar University-Gaza has positively participated in educating successive Palestinian generations whose main pillars are: planning, hard work, and objectivity, and in helping hundreds of graduates to represent and develop the Palestinian local community(**Al-Azhar website, 2015**).

3. Al-Aqsa University of Gaza : Al-Aqsa University is an academic Arab Palestinian institution. It's the first of higher education established in Gaza Strip. Back to 1955, the university grown until become a member of the Arab universities and Palestinian Higher Education Council. Al-Aqsa University was adopted by a presidential decree on 21

December 2001 as a Palestinian governmental higher education institution in Gaza governorates. It is independent institution scientifically and academically, according to each of the Higher Education Act No. 11 of 1998, and the regulations issued thereunder by the Ministry of Higher Education. Since established, the university managed to build the capacity of students to be able to lead their communities and be responsible and play an active role in decision making through democratic and transparent channels. Over the last 15 years the university played a crucial role in the field of community development specially human resource development. This can be seen from the various programs and activities incorporated with the local institutions and NGOs in the field of Information Technology, scientific research, management, economy media and sport (Al-Aqsa University website, 2015).

The University aims to prepare humans provider with knowledge, skills, values, and has the ability to continuous learning, and employing information technology through capacity-building programs, university education, and scientific research. Al-Aqsa University is committed to achieve its vision of Arab culture, Islamic, and the principles of human rights, which include responsibility, transparency, respect, tolerance, and justice. (Equality, empowerment and participation of stakeholders). The university contains 7 main colleges: Applied Science, Humanity, Science, Fine Arts, Business Management, and Sport (Al-Aqsa University website, 2015).

Al-Aqsa University was established in 2000 under the Higher Education Act (No.11, 1988) as an expansion of the College of Education. The University has been a member of the Arab Universities Union as well as of the Palestinian Higher Education Council since 2003 (Al-Aqsa University website, 2015).

The Positive Features Of The Palestinian Higher Education :

It can be summed up in the following points according to annual directory of ministry of higher education (Madi, 2011):

1. Palestinian higher education could play an important and active role in providing the Palestinian opportunities and incentives to follow the scientific and technical study and fertilization of ideas during the exchange of information with the international academic community and the development of intellectual production possibilities and economic. As the Palestinian Higher Education consolidating the Palestinian identity which helped to maintain the survival of the people at home. But the current stage requires a look In-depth and more specifically and accurate to the Palestinian higher education message for the next half century.
2. Evolution in the number of universities where Palestinian university amounted to 11, of which (8) in the West Western and (3) in the Gaza Strip, in addition to the data from 13 colleges offer bachelor and diploma.
3. The number of registered students to obtain a bachelor's degree in traditional palestinian universities 74 905 students, of whom 34 216 males and 40 689 females, and the number of students enrolled in master degree is 4232 students.

4. The number of students enrolled in the Jerusalem Open University for a bachelor's degree students 52 677, Of whom 24 772 males and 27 905 females to gain educational qualification certificate.
5. The number of faculty (teaching staff) in the Palestinian institutions of higher education (Traditional universities 2519 members, including 1562 full-time member) without Al-Quds Open University account, while the total number of faculty members at Al Quds Open University 1641 members, including 233 full-time member.

The Negative Features Of The Palestinian Higher Education :

It can be summed up in the following points according to annual directory of ministry of higher education (Madi, 2011):

1. The absence of educational philosophy of higher education in Palestine, Proceeding from the site of the philosophy of education in the educational system and its importance in determining the form and content of the educational process, it became clear that ongoing attempts in the country's to reform the institutions of higher education were not based on standard and clear national philosophy.
2. weakness in achieving the goals of higher education, especially the goal of scientific research, this is reflected in the lack of interest of applied scientific research and its development , means and tools, and the lack seeking to attract researchers and distinguished professors to support research centers.
3. Lack of public administration of the universities, as well as faculty and staff to keep up with academic developments and to use modern techniques in management and transaction processing administrative and financial automatically except for some universities that began using these techniques.
4. The proportion of female faculty members is only 12.8% and the remainder of which 87.2% male, and this refers to the weakness of female participation in teaching in this important sector of education, and this figure does not fit into the incident with the increase in the number of female students.
5. A simple review in the private directory for the number of Palestinian universities shows that programs scholarships to these universities focus on the theoretical side on the practical side account and applied, and that these programs currently are repetitive

Challenges Of The Palestinian Higher Education:

With all the Palestinian education system has shown of its the ability to survive and even grow in under adverse and unstable conditions witnessed over the past decades, this system faces today a number of challenges which can be summarized according to the world bank study and the Palestinian ministry of education and Higher Education as follows(Madi, 2011):

1. Meet the growing demand: the pressure came on the higher education system as a result of the growing number quickly in the number of high school graduates and resulting from the impact of demographic growth in the number of high students enrolled in secondary

education coupled with a severe deviation in the ratio of the number for students holding a certificate toward humanitarian disciplines.

2. Check the financial sustainability: universities responded to the financial hardships in different ways, where it raised the cost recovery level, where tuition fees amounted to 68% of the recurrent costs of each student and more than a third of the per capita share of GDP at the end of Nineties of the last century. Universities also opened new programs to compete for them students and to expand the resource base and it has been trying to control over their expenses as much as possible by reducing spending.
3. Improve the level of justice: vary access to the Palestinian higher education system and get it, according to family income but does not vary significantly by type Social (sex) students are from poor Palestinian families do not have access to the whole series of opportunities, costs of education and the high fees and financial aid to help students is not sufficient and their families is responsible for paying high costs of education.
4. The continuation of the Israeli occupation: The continued Israeli occupation of the territory Palestinian territories one of the biggest challenges facing the development of the Palestinian higher education. It was the aggression and the blockade and the repeated incursions of the zones, the worst impact on the Education process and the human and material aspects, as well as the psychological point of view.

Performance Appraisal in Higher Education Institutions :

According to Grote performance appraisal is a pivotal management technique, which purposes are related from workforce decisions (promotion, demotion, retention, transfer, pay) to employee development (feedback and training). Performance appraisal also aids with a number of more general organizational functions as a means for validating selection and hiring procedures, promoting employee understanding and supporting an organization's culture. A performance appraisal system should create a link between organizational and personal goals, shape and change organizational culture towards a result-driven climate (Türk, Philips, 2004).

According to Mccarthy, Keefe performance appraisal enables to determine whether employees' performance is in accordance with established objectives, it is primarily based on the appraisal of employees work results and activity (behavior), also potential (skills, abilities and characteristics). To determine the performance, diverse appraisal methods and their combinations are used. During the appraisal process, primarily work results are valued, which creates preconditions for their improvement in the future and enables us to differentiate the compensation .Therefore, on the one hand this approach diminishes equalization and on the other hand increases fair compensation. At the same time, the performance appraisal has been considered as a painful annual event where the manager evaluates the performance of employees. Performance appraisal and management¹ of performance has recently attracted much attention also in European universities and colleges. With an increase in the number of students, total costs have risen and with limited state funding (there is fierce competition for money among various social services), much more attention to the quality of performance and the total quality management (TQM) in higher educational institutions should be paid. Higher education is one major service sector that has been relatively slow in transition to quality management.

Universities and colleges have generally only had a superficial awareness of TQM(Türk&Philips, 2004).

According to Willis, Taylor the three key functions of higher educational institutions are teaching/advising, research and service. Higher educational establishments need to re-evaluate course offerings, testing/grading procedures, admission requirements, student services and the employee skills and personal traits required by hiring firms. In addition, Gatfield, Barker and Graham claim that in the last decade in the debate in higher education the issue of quality has become a significant subject and will continue to be one of the predominant points. The pursuit of quality is driven by consumer demands for increased standards and performance, and by the need for organizational excellence. However, in recent years there has been rising interest in quality as perceived and determined by the consumer. Hence, it is important to determine the needs and quality demands of international and full-fee paying students, for they provide universities with money. Therefore, universities must establish procedures to monitor the competitiveness and success of graduates. This can be done through formal surveys or informal feedback. Improving the quality of graduates begins with acknowledging the position of graduates in the labour market and also the demands of respective employers. In general, there may be a focus on particular stages of the education process according to mccarthy (Türk&Philips, 2004):

1. on input e.g. quality/qualification of staff, curriculum design, nature of students recruited, resources for books, computing, equipment and materials;
2. on processes e.g. approaches to teaching, integration of teaching and assessment, student involvement, feedback;
3. on output e.g. qualifications of students, employment rates, staff publications.

Each stage of this process needs specific quality indicators, which will enable to evaluate the quality of education and at the same time also the productivity of academic staff. With the determination of work results, several problems occur that are due to the change towards more dynamic and universal tasks, and as a result of which it is not always possible to determine the work results and compare them. According to Coughlan and Yager the emphasis on individual work results also reduces the sense of teamwork and undermines the interest of a group as a whole. A performance appraisal criterion has to be on one hand relevant, reliable and justly measurable; on the other hand tightly connected to the objects of the organization and its subdivisions. The appraisal systems must be based on skills and competence, behavioral traits and outputs from the job. Such criteria are relatively difficult to find and in consequence the best results are achieved through a balanced combination of distinct criteria.

Grote suggests that the performance appraisal should include five sections: organizational core competencies, job competencies, key job responsibilities, projects and goals and major achievements. It is also crucial to give feedback to both managers and employees about their activities, as feedback is much more constructive than behind-the-back complaints, in which cases there is no opportunity either for self-defense or corrective behavior. It is also often the case that the individual's needs are not represented in the performance measurement system and it's assumed that the needs are in perfect alignment with the organizational goals. According to Levinson the highest point of self-motivation arises when there is a complementary conjunction of the individual's needs and the organization's requirements. According to Amidon a

performance appraisal system is mainly based on analyzing the past data, however it is important to use also to the future oriented data and methods, such as quality of company mission statements, balanced scorecard, capacity of knowledge re-use etc. Usually in the performance appraisal systems too much scale is given to circumstances that are dependent on different situations, regardless of whether we are evaluating our own activities or activities of others, especially when the results are not satisfactory(Türk&Philips, 2004).

Performance appraisal has also been viewed as a “painful annual event’ when the manager evaluates the employees’ performance; it rarely had close links with the overall mission and program of the organization that were designed to maximize human effort. Appraisal results have a very important role in the HRM activities of the organization. According to Mani a well-established appraisal system helps to make justified decisions and avoid litigation by terminated employees . Yet, according to Grote in the ideal case, a performance appraisal system should establish a connection between the organizational and personal goals as well as shape and change organizational culture towards a result-driven climate. According to Longenecker, Fink The modern appraisal process is an essential part of organizational life, for it helps to justify, besides compensation differentiation, for example, promotions, demotions, selection validations and terminations.A well-established performance appraisal system should render enough information for determining a fair compensation(Türk&Roolaht, 2007).

Performance in higher education is not necessarily related to academic standards – universities (colleges) must establish procedures to monitor the quality of their graduates. This can be done through formal survey processes or informal feedback. For example, the evaluation of the education provided by different universities and colleges does not clarify the reasons why some companies prefer particular graduates. It may be because certain companies need to hire individuals who have received training in a particular academic field. Improvement in the quality of graduates begins with the recognition of their position on the labor market and also the requirements of possible employers. The higher education system is rather conservative by its very nature and management style. This is mainly due to traditions and academic freedom, and therefore the payment-by-result system is still looked upon as a rather new approach. However, state budget difficulties have called for better management and more efficient motivation of lecturers and researchers in the public higher education institutions (Türk&Roolaht, 2007).

Appraisal and management of performance have recently attracted much attention in European universities and colleges. With an increase in the number of students, total costs have risen and, with limited state funding, there is a strong competition for money among various social services, therefore much more attention has to be paid to the quality of performance. Gatfield, Barker, and Graham (1999) claim that in the last decade the issue of quality has become a significant subject and will continue to be one of the predominant points of debate in higher education. The drive to quality is dictated by consumer demands for increased standards and performance, and by the need for organizational excellence. Admittedly, in recent years there has been a rising interest in quality as perceived and determined by the consumer. Sinclair considers private for-profit universities to be providers of the best quality credentials accepted by end-users at lower than public university prices. Some authors like Stilwell question the suitability of commercial criteria and economic incentives, which have been popular political choices, in the setting of higher education. They may lead to the corporate managerial model that lays too much

stress on the economic rationale, seeing competition and markets as the most appropriate means for achieving high quality in teaching and research. Scott in turn argues that the 'student as customer' view is often rejected because of its implicit reference to the marketing view that 'the customer is always right'. In order to be aware of customer interests, universities should monitor more closely their customers' expectations. Thus, awareness about these expectations is important even if the customer aspect is only one of several performance appraisal criteria (Türk&Roolah, 2007).

The quality of performance in teaching requires that the higher educational institutions prepare the students for their first position as well as provide the basis for performance in future positions. Part of the quality of performance is to maintain an awareness of the needs of the customer and to have the ability to build on strengths and eliminate weaknesses. Understanding what kind of personnel needs business employers have is necessary because it will enable assessment and raise the quality of college (university) graduates. The challenge to universities is to produce graduates who meet the requirements of the employers. According to Mergen et al. , Willis and Taylor the quality of performance in teaching at tertiary institutions would include measures such as alumni feedback that consists of several questions, for example: What were the most helpful courses? Teaching does not include only what is done, but also how it is done. The quality of teaching depends on the qualifications and research potential of the academic staff. Research outputs, as well as successful teaching, are expected of everyone; so additionally they help to keep one's employment.

This is also important for the future success of a university, as it helps to attract students of different levels. Hence the following new performance targets have become important to universities: the number of doctoral, graduate and MBA students; the number of research contracts; and most naturally the quality of research and publications. According to Pratt, Margaritis it is important that the academic staff should believe in the necessity of research and higher degrees to get promotion and they know that adequate support will be available for research. According to Bellamy et al. in academic placement, monetary compensation and physical working conditions form only one, though important, aspect of the reward. Studies have shown that the academic staff values autonomy and flexibility as job characteristics so highly that they tend to remain in the academic sector even when their working conditions deteriorate. According to Chevaillier this autonomy is further reinforced by tenure systems, which may even make it difficult to agree on system-wide changes between universities This leads to the suggestion that in academic work non-monetary compensation in terms of greater autonomy and flexibility retain their importance (Türk&Roolah, 2007).

By reviewing Personnel files of IUG and analyze their contents it is clear that the process of employee performance evaluation administrators began in 1993, using one model for all administrative staff, and another model for staff Campus Services Department, and was entrusted with the evaluation process only his immediate superior, who was rated puts individuals at once at the end of each year, and sometimes he practiced the evaluation at the request of Administrative Affairs for the purpose of awarding contracts and give degrees upgrade, then the annual assessment raises in secret .Administrative Affairs, have been associated with the evaluation of positive and negative incentives that were granted to the employee system operation winning evaluation (90%) and above annual bonus, while the alarm,

discounts and deprivation of the annual premium for failing who get less than (60%) evaluation, but this process faced many shortcomings including(Dajani, 2010):

1. weakness of accuracy and impartiality of the evaluation Because it is done by one part only.
2. weakness holistic model and the weakness of validity for each job.
3. weakness of the distribution of weights in a manner suitable for each function.
4. confidential assessment, which weakens the feedback which are an essential catalyst for the process of improving performance.

According to Salem and Hrosh The job performance evaluation one of the most important functions exercised by the Human Resources Management, but Despite these important ,they are less attractive to all departments, and the reasons for it comes in many particularly the difficulty of achieving effective evaluation because the process is subject to the rule of personal, and because those who practice it most likely is not well trained on how to master high-effectively, as well as a lot of us that does not want to hear criticism about his performance, but despite these reasons, the evaluation and determine the actual level of performance, the individual and the extent of his commitment to the organization controls and instructions, and the extent of reliability in the future, all that in our opinion, it is a key point in the success of business organizations, regardless of size or type (Abu-Ross&Madi, 2011).

According to Abbas, the feedback process is not a simple operation, due to its impact on the feelings of employees, so it has to be some appropriate methods to reduce the negative effects and achieve their goals, and that by taking into account discrimination in the effective performance as also has to be a clear distinction between the outstanding performance levels and the weak, as the effective performance appraisal promote positive behavior, and this contributes to the continuity positive behavior by employees, as well as the need to focus on solving problems for the purpose of improving performance, as well as focus feedback on the behavior and results and not individuals or features and reduce personal criticism, and it has become hard scientifically, through management and organizational behavior research that the publicly of appraisal results better than its confidentiality, and the application of this result is practically through telling workers either by enterprise manager (ie Human Resource Management), through a formal letter explaining evaluation result, or by direct head, and through direct interview between the president and his subordinates (Abu-Ross&Madi, 2011).

Chapter Three

Previous studies

- **Introduction**
- **Palestinian studies**
- **Arabic studies**
- **Foreign studies**
- **General Commentary on Reviewed Studies**

Introduction

The purpose of this chapter is to present different studies that support and expand the knowledge of effective performance appraisal. Twenty seven previous studies in different journals were reviewed and presented. The research depends on previous studies that support research objectives and highlights research variables. Many researches and papers discussed concepts related to this research main subject which is effective performance appraisal and its effect on employee motivation. Thirteen foreign studies , seven Arabic studies and five Palestinian studies have direct relationship to this research, and they are reviewed and ordered in a chronological basis from the newest to the oldest.

Palestinian Studies

1. Abu-Ross & Madi (2011), The extent of the interest of Palestine universities in the initials of raising the effectiveness of evaluating teachers

The study aims at examining the extent to which the Palestinian universities in the Gaza strip is taking into consideration a package of requirements to increase the efficiency of performance appraisal system, such as, reviewing and developing criteria and appraisal forms, feedback, appealing, performance appraisal interview, training, and motivation according to performance level. The target group was from those who have administrative positions at Palestinian Universities in Gaza (the Islamic University-Gaza, Alazhar University, Alaqsa University, and Alquds Open University).

Research key Conclusions are:

- a) The study showed a low level of interest in the Palestinian universities in Gaza Strip, in the requirements of raising the efficiency of the process of evaluating the performance of employees, where the relative weight 57.75
- b) The study showed that the performance appraisal process is followed by a positive or negative assessment of incentives, which can adversely affect on employee productivity and improve the performance and reduce the rate of job turnover and absenteeism on work rate and reduce errors and work on the rationalization of expenditure, but also no doubt that the presence of incentives it will work on creating a good relationship between workers and management as the degree of worker satisfaction from his work is based largely to some extent on the value taken by the worker, whether materially or immaterial.
- c) The study showed that the majority of respondents to evaluation interview is negative because of the weakness of the Palestinian universities to make job interviews after the performance appraisal process, the study also showed it does not concern identifying future targets for the development of performance which has a large degree of importance of which it help to listen to the employee and get to know his views and Note Reactions in order to work on the identification of common future goals to take into account the objectives of The organization and the employee, and the absence of the interview leads to lack a plan of action in order to avoid errors.
- d) The study showed that the universities provide training in a weak degree to all who are in the process Performance evaluation constantly and introduce them to the different methods of assessment and this is due to the lack of interest of Universities management and training programs which will have a negative impact if it continues to do so.

- e) clear from the study that there were no statistically significant differences in the responses of the study sample due To the variables of gender, experience, qualification, age, years of experience.

Research Most Important Recommendations:

- a) Periodic update and continuous development of models and performance evaluation standards in Palestinian universities in the The Gaza Strip in order to keep up with developments and needs for future work, because that guarantee to make Rating on a sound scientific basis, making the evaluation results more accurate and objective.
- b) The need to strengthen the feedback system that follows the performance appraisal process so that staff Recognize the results of their assessment and to identify weaknesses and avoidance, as well as identify the strengths promote it
- c) Universities need to give a special interest in finding system allows each employee in practice his right to appeal.
- d) Activation, implementing and improving the rewards physical and moral, both positive and negative incentives system In Palestinian universities and linked to the process of performance evaluation.
- e) The university administration should work on to follow performance appraisal process with interviews through which put common goals and interests of the organization and improved employee performance both take into account.
- f) Training appraisee on the evaluation processes and introduce them to the most important obstacles related to the evaluation process, and the need for good preparation at all administrative levels and linking programs and plans of the results of the training performance analysis to cover shortfalls in performance, as well as closer cooperation with foreign institutions we specialized in training, and the opportunity for employees to engage in training courses to improve their performance and increase their skills and develop their behavior

2. Bahar &Abd-Alwahed (2011), Obstacles to the performance appraisal process in governmental ministries in the Gaza Strip From the perspective of appraise

This study aims to examine the impediments to the performance appraisal process in governmental ministries in the Gaza strip from the point of view supervisors. In addition to identifying the personal variables impact (such as age gender and academic qualification in the ministries in Gaza strip.

It has been studying the concept of performance appraisal and its objectives and the factors that affect it and the special problems of performance appraisal systems, through the population study which consists of (341) supervisors in the Gaza strip ministries which has been selected as a representative sample of (151) members were distributed questionnaires to them.

Research Key Conclusions are:

- a) The staff understand the evaluation system well.
- b) The staff feel the injustice and inequity, and the supervisors assessment process carried out at random.
- c) Performance Standards are clear.
- d) Assessment models do not cover all the aspects to be evaluated.

- e) There is a clear effect of personal variables on the effectiveness of the performance appraisal process.

Research Most Important Recommendation:

- a) Need to resident training courses in how to apply the evaluation system.
- b) The development of assessment models to cover all aspects.
- c) Simplify the evaluation forms as much as possible in order to be realistic and specific goals are.
- d) More research efforts to reach a comprehensive picture of the performance appraisal process in the institutions in Palestine.

3. Shourab(2007), Evaluating the Effect of Incentives System on Employees Performance Level in the Large Municipalities of Gaza Strip. The Islamic University

This study aimed at identifying the merits and demerits of incentives system in the main municipalities of Gaza Strip, identifying the effect of incentives on motivating employees and identifying the effect of performance appraisal on employees' performance and motivation.

The study found out that municipalities are incapable of paying incentives due to the financial crisis they undergo, there are no plans at the Gaza Strip municipalities to offer incentives to their employees, usually incentives take the form of verbal support rather than financial rewards and the results of performance appraisal are not used for promotion and those whose performances are rated as unsatisfactory are not subject to training or demotion. The study recommended introducing incentives scheme to motivate employees and utilizing the performance appraisal result in favor of training and promotion.

Research key Conclusions are:

- a) The study showed the dissatisfaction of respondents on physical incentives and attribute this result to low salary level and not connected to schedule of cost of living, inability of municipalities to provide physical incentives because of the very difficult financial circumstances it pass through since the Al-Aqsa Intifada, which began in September 2000.
- b) The study showed high response in staff to moral incentives in relation to the material incentives and attribute this result to Lack of long-term planning in the municipalities, and non-involvement of all administrative levels in the development of these plans reasonably and failure to regulate the training requirements and a lack of training opportunities for certain sectors in the municipalities
- c) The study showed to employees' performance level even it is appropriate but it was not upscale or high dramatically .
- d) The study showed low staff in response to the field of competition among employees to develop improved performance.

Research Most Important Recommendations are:

- a) Give more attention to physical incentives and link the salary with increase the cost of living and to increase premium of wife and children, because the salary full physiological needs and provides a sense of security and stability, functional and improves job satisfaction.

- b) Analysis of the performance aspects of the work in the municipalities departments and with the participation of employees and find out shortcomings and its causes and identify their direction
- c) Reward staff who are active in their jobs and who have made significant achievements without waiting for their rewards to feel the estimation of the institution for their work and to guarantee continuity in their job in the future.

4. Madi (2007), Obstacles To Evaluate The Performance Of Employees In The Palestinian Universities And Ways To Treat

The study aimed to identify the obstacles to evaluate the performance of employees and ways of treatment from the viewpoint of residents who are in the process evaluation and tried to overcome these obstacles by proposing possible solutions to overcome these obstacles and the researcher polled workers from administrators and academics owners positions administrative heavy Palestinian universities the Gaza Strip (Islamic University, Al-Azhar University, Al-Aqsa University, Al Quds Open University) through a questionnaire was distributed among a stratified random sample amounted to 160 employees

Research key Conclusions are:

the study concluded the most important set of results:

- a) The process of functional analysis followed in universities are acceptable which means having functional written analysis includes all the functions specifying the duties and responsibilities, the knowledge, skills and performance indicators for the incumbent in the universities, which form the basis to improve the understanding of the relationship between management and staff.
- b) The job analysis process is not updated continuously
- c) The standards and models to assess the applicable performance in universities is acceptable and take into account when choosing a performance standards the job description in the Standards Institution.
- d) The process of assessing the performance is not followed by positive incentives affecting employee productivity and improve performance

Research Most Important Recommendations are:

- a) The need to reconsider the criteria used to evaluate the performance
- b) Periodic update the continuous development of models and criteria for performance evaluation in order to keep abreast of developments and needs for future work
- c) The need to provide evidence with the performance evaluation model shows the standard that must be weighed by each item of assessment items
- d) The need for a feedback system follows the process of assessing the performance of the staff so that it can recognize the results of the assessment and identify weaknesses and avoidance, as well as identify the strengths and promotion
- e) Activation and implementation and improvement of the physical rewards and incentives system and linked to the process of assessing performance.

5. Edwan (2006), The Status of Performance Appraisal Evaluation in Vocational Training Centers in Gaza Governorates in the View Point of Employees. The Islamic University

The purpose behind conducting this study was to evaluate the performance appraisal system at the three vocational centers in the Gaza Strip.

The study found out that performance appraisal standards are subjective however they are static, vocational training centers depend mainly on the direct supervisor's observation to compile data about the performance of subordinates, only one method is used to appraise the performance of employees regardless of the grade, and the period for appraising the performance of employees is sufficient.

The study recommended that performance appraisal reports should be more elastic and different methods should be used to appraise the performance of employees.

Research key Conclusions are:

- a) The study highlighted that the performance criteria used is objective where taken into account when placed Description Career, the researcher attributes this to the administration's desire to develop standards take into account the duties and responsibilities Subordinates, because it is considered a guarantee to see their superiors to subordinates tasks and evaluating their performance on Scientific foundations which makes evaluation results more accurate and objective, but the results indicated that the Performance standards inflexible it is fixed not changed since a long time, which makes this Non-standard able to measure performance effectively in the future.
- b) The development of standards of performance by the oversight bodies (Ministry of Labor, the Agency, the Federation of Churches) to vocational training centers and are not post direct the president or his subordinates in the formulation or development of these standards, leading to standards that put able to measure performance effectively, and thus lower subordinates confidence in the accuracy and fairness of performance evaluation system, which leads to low morale among subordinates.

Research Most Important Recommendations are:

- a) Seek to educate and familiarize staff of the importance of performance appraisal system and the role it plays in improving and developing their performance. This is because the performance appraisal system is the means by which the administrative organs stimulates to work energetically and activity while watching presidents make the duties and responsibilities of their subordinates activity continuously, and stimulate subordinates to work effectively in order to achieve their needs and desires.
- b) Work to be the goal of the performance appraisal system in vocational training centers and evolutionary architecture is to make development more than a goal in which accounting and accountability of the employee in order to punish or reward. So that the subordinate does not feel that the performance assessment system is the sword on his neck
- c) Reliance on multiple points in the process of evaluating the performance of the subordinate, overall co-workers, self-assessment, in order to obtain information from multiple views for the benefit of the employee in the performance evaluation process, also earns process that evaluates the performance of credibility and integrity, which make it more equitable.

6. Awad (2005) , Evaluating the Performance Appraisal System of PNA in the Gaza Strip. The Islamic University

The purpose behind conducting this study was to evaluate the Palestinian National Authority's performance appraisal system in the Gaza Strip. The main subject of the study was the performance appraisal system of the PNA after its amendments in 2004.

The study found out that employees are unsatisfied about the current appraisal system due to different disadvantages in the system.

The study recommended that performance appraisal system should be seriously considered, specifying performance standards that are based on the job description.

Research key Conclusions are:

- a) There is a paramount importance for performance appraisal system to both ends of the evaluation process of the Foundation seeks to achieve the best results from its human resources, and individuals seeking to achieve their goals and serve their country. The general impression of the research pointed to the lack of seriousness of the state institutions at all levels to implement a clear and specific objectives of an effective system.
- b) Accurate and fair application of the evaluation system helps to identify deviations, and there is a difference between the definition of the staff performance appraisal system and expectations of this system, a high percentage of them see that there is a great benefit for the employee and the organization of the application of this system and have a negative orientation toward him.
- c) There is a lack of interest in the results of the analysis of the evaluation process and feedback from this process, which make an effort and benefit evaluation process call into question in a doubt position because the lack of benefit.

Research Most Important Recommendations are:

- a) The need to emphasize that all parties to take the assessment process in addition to those in charge of human resources management of the Palestinian National Authority, the evaluation process seriously, through the senior leadership in the institutions commitment to supervision and follow-up evaluations and subsequent action plans to deepen the level of interest of the institution and the individual at the same time , the establishment of a higher or a public body to develop and Development Council takes it upon himself to develop plans and programs for the development of human resources national Authority is an urgent need, so that his tasks to follow-up all aspects of performance appraisal and associated procedures and applications.
- b) Activating the performance standards to be more accurate, objective and to make them fairer to measure functions and duties of work measurement.
- c) The involvement of more than one level in a supervisory assessment processes where this idea got first place in question the order of the reasons improve the efficiency and effectiveness of the performance appraisal system.
- d) This offering includes the direct involvement of President mainly because it best placed to know the employee's performance as well as the involvement of other parties, such as self-assessment, peer-assessment, the involvement of the supreme bodies in the supervision of the evaluation, which provides more peace of mind and confidence in the system.

7. Al-Nouno (2004) , Performance Appraisal Policies in the Higher Education Institutes in Gaza Strip

This study aims at analyzing performance appraisal systems at governmental higher education institutions in the Gaza Strip. The research problem of this study can be summarized in identifying the main problems in performance appraisal that are behind the lack in developmental aspects in the higher education institutes. The study found out that the current appraisal system does not include the requirement of successful appraisal system, the system lacks practical and objective criteria, the systems lacks methods of data collection for appraising performance, appraisal is only conducted by direct supervisor, and employees who are in charge of appraisal are in need for training.

Research key Conclusions are:

- a) The study highlighted the lack of requirement performance appraisal system for employee that must be provided, which negatively affects the perception of employee to the tasks that required to implement and ignorance of the items that are evaluated under which to work, and this is what makes it difficult to determine a certain standard so that the employee seeks to comply with it, also adversely affect on the objectivity and accuracy of results.
- b) The study highlighted the lack to derive an accurate characterization of the functions of a scientific and objective criteria, also appeared that standards required are not efficient, which may lose objectivity and accuracy, as a result of lack of identification of these standards in an objective manner intact, non-participation of the concerned authorities to implement work in the development of such standards, which hinders in determining the standard of work accurately and logically executable.
- c) The study showed that the performance appraisal system lacks the variety of methods used to collect the necessary information for the evaluation process, which negatively affect the validity and integrity of this information also affect the amount and quality of information.

Research Most Important Recommendations:

- a) Develop clear action plans for future work in order to determine what needs to be done and to inform staff on these plans until they have an overview of what is asked of them available.
- b) Linking standards contained in the model performance with duties required from the employee to carried out, and to be derived from the characterization and analysis functions are accessible even to the work of standards precise and logical.
- c) To rely on multiple views in the evaluation process as a reliance on direct President being closest to an employee and can be seen, as well as the involvement of the employee in the evaluation process through its participation in the same evaluation, and assessment of his colleagues and evaluate direct boss to take advantage of the view and get information from multiple views benefit in the evaluation process, which earns this process accuracy, integrity, and the result is a more equitable.

Arabic Studies

1. Abbas (2014), Effectiveness Of Performance Appraisal On Performance Of Employees

The purpose of the study is to understand effectiveness of performance appraisal in the Pakistani organizations. Specifically, factors influencing performance appraisal have been identified in the study. Furthermore, this study also aimed to elaborate the influence of appraisal on employee performance in Pakistani organizations. Finally, critical challenges involved in the performance appraisal system will also be evaluated appropriately.

Research Key Conclusions are:

- a) Performance appraisal is linked with the employee performance outcomes in Pakistani organizations. In addition to this, the results also reflect that all study variables are significant except relationship among peers and supervisors regarding performance appraisal process.
- b) The results of the study provide sound understanding about that employees have fair perception about performance appraisal. This also reveals that respondents think that performance appraisal outcomes are accurate and significant towards employee performance.
- c) In addition, the study outcomes also reflect that performance appraisal impacts performance level of employees in organizations. The future prospects of study reveal that its generalizability is low because of a small sample. Therefore, future researchers have option of expanding the scope of study by using the large and diverse sample. In addition, they can also highlight differences in performance appraisal followed in different industries of Pakistan.
- d) Performance appraisal is linked with the employee performance outcomes in Pakistani organizations. In addition to this, the results also reflect that all study variables are significant except relationship among peers and supervisors regarding performance appraisal process.
- e) The results of the study provide sound understanding about that employees have fair perception about performance appraisal. This also reveals that respondents think that performance appraisal outcomes are accurate and significant towards employee performance.
- f) In addition, the study outcomes also reflect that performance appraisal impacts performance level of employees in organizations. The future prospects of study reveal that its generalizability is low because of a small sample. Therefore, future researchers have option of expanding the scope of study by using the large and diverse sample. In addition, they can also highlight differences in performance appraisal followed in different industries of Pakistan.

Research Most Important Recommendations are:

- a) Develop performance appraisal process more effectively within Pakistani organizations.
- b) There is need to derive empirical findings on evaluation on effectiveness of performance appraisal system and its influence on employee performance in the context of Pakistan.

2. Saeed, Lodhi, Iqbal, Munir, Sandhu and Amin (2013) , Interactive Effects of Performance Appraisals on Employees' Motivation in Pakistani Banking Sector

The purpose of this research work is to check the impact of performance appraisals (incentive practices and benefits provided by the organization) on employee motivation. Performance appraisals are very important tool in Human resources management to retain efficient employees whose commitment level with the organization is relevantly high from others. Working with motivated employees actually increases the performance of the organization.

Research Key Conclusions are:

- a) The findings of the study revealed that:
- b) performance appraisals have a positive and significant relationship with employees' motivation. Increments in salaries, , recognition, appreciation about work, give periodically promotions to employees keep their moral high and stimulate employees to do their job effectively and efficiently.

Research Most Important Recommendations are:

- a) To inspire knowledge-sharing organizations should enterprise reward and recognition systems that motivate distribution and involvement of all kinds: goals, responsibilities, visualization as well as understanding.
- b) To give employee appropriate positive promotional opportunities and chances, so that their association with their co-workers and supervisors are friendly and responsive, they are rewarded and compensated for their work and effort and they treasure their career protected, their administrators are supportive and employees can sense that they can propagate existing inside the organizations and then their level of inspiration and satisfaction will high and their performance will be better.

3. Khan (2013), Role of Performance Appraisal System on Employees Motivation

In many organizations, reward decisions depend on subjective performance evaluations. However, evaluating an employee's performance is often difficult. In this paper, we develop a model in which the employee is uncertain about his own performance and about the manager's ability to assess him. The manager gives an employee a performance appraisal with a view of affecting the employee's self-perception, and the employee's perception of the manager's ability to assess performance. We examine how performance appraisals affect the employee's future performance. The predictions of our model are consistent with various empirical findings. These comprise (i) the observation that managers tend to give positive appraisals, (ii) the finding that on average positive appraisals motivate more than negative appraisals, and (iii) the observation that the effects of appraisals depend on the employee's perception of the manager's ability to assess performance accurately.

Research Key Conclusions are:

- a) Everyone organization, irrespective of its size, has an appraisal system for its employees. This implies the performance appraisal has become an indispensable activity in any organization.
- b) Most of the companies have separate appraisal system for each level of employees. These appraisal system differ on the factors on which a person is rated and the nature of duties handled by him.

- c) Even when a same appraisal system exists in different organizations, the probability of its success is not the same; this can be attributed to the following factors: implementation problems, organizational climate, and commitment from top management.
- d) In most of the companies it is seen that the employees are not satisfied with the way they are appraised or they have not been appraised properly. For this matter, almost all the companies have interview and discussion.

Research Most Important Recommendations are:

- a) Performance appraisal should not be perceived just as a regular activity but its important should be recognized and communicated down the line to all the employees.
- b) There should be a review of job analysis, job design and work environment based on the performance appraisal.
- c) It should bring more clarity to the goal and vision of the organization.
- d) It should provide more empowerment to the employees.

4. Malik (2013), Performance Appraisal and Employee's Motivation: A Comparative Analysis of Telecom Industry of Pakistan

Performance appraisal is an important tool for effective management, but little has been explored to see its effect on attitudinal outcomes and employee's development in Pakistan. This investigation is an attempt to fill this gap. In developing countries like Pakistan technology intensive organizations are focusing on human resource management and Telecom sector is one of these sectors. This empirical study explored the connection between what employees perceive about performance appraisal and what impact this perception has on their work motivation in Telecom sector of Pakistan. Using responses collected from 120 respondents, data is analyzed by applying regression, ANOVA & AHP. We found significant relationships between variables. Perceived fairness is found as critically important dimension of performance appraisal for employee motivation in Telecom sector of Pakistan. The results can be a source of policy formation and its implications for improving the process of performance appraisal in this sector of Pakistan as well as in other developing countries.

Research Key Conclusions are:

- a) Performance appraisal related employee reactions or perception about performance appraisal is critically important aspect to achieve the attitudinal outcomes of performance appraisal which in turn lead to better organizational performance.
- b) This empirical research justifies the significant influence of employee's reactions towards performance appraisal on employee motivation.
- c) Employee perceived reactions including perceived satisfaction, perceived acceptability, perceived utility, perceived fairness and perceived accuracy of performance appraisal are significantly important to determine the employee work motivation. While perceived ineffectiveness of performance appraisal has no significant influence in determining the employee motivation.

Research Most Important Recommendations are:

- a) Management should focus on behavioral aspects of performance appraisal in order to get employees motivated to perform on high levels in telecom organizations

- b) To examine the true effect and impact of performance appraisal pre and post behaviors of employee reactions towards performance appraisal should be studied and for this longitudinal type of research study is necessary while due to shortage of time this empirical study is cross-sectional type.

5. Ma`shar and Tarawna (2012), The Influence Of Performance Appraisal System Objectivity On Organizational Trust

Efficient human considered one of the most important resources that can enrich the nation is, as is the proper functioning of this man the most important thing that can contribute in this area. As each hand, whether governmental or private, always trying to achieve objectives and progress for the better, the process of evaluating the performance of its employees is an important and vital for the process, with which they can retain competent staff and the help of the Mediterranean staff efficiency, and to give an opportunity for non-producers staff to improve or Leaving a job, to make room for other employees.

Research Key Conclusions are:

- a) Perceptions of the study sample towards dimensions performance appraisal objectivity and the of the level of regulatory confidence in the departments conducted by the study were moderately in general.
- b) The existence of substantive impact of the dimensions of the performance appraisal system objectivity collectively and individually in organizational trust.

Research Most Important Recommendations are:

- a) An increase of attention based on the development of performance evaluation criteria, in particular personal criteria evaluation.
- b) The emphasis on the use of performance evaluation records efficiently because of their role in achieving the satisfaction of teachers for the evaluation process, and increase the motivation to work, and raise the level of their performance, as they help to discover the strengths and weaknesses they already have and strengthen the confidence of their organization.
- c) Enhance prevalent confidence among teachers in departments through mechanism like work shop ,courses.

6. Karimi, Malik and Hussaien (2011), Examining the Relationship of Performance Appraisal System and Employee Satisfaction

The current study aims to examine the relationship of employee performance appraisal system (PER) and employee satisfaction (SAT) in a sample of 101 employees working at one of the international non for profit organization. The data was collected by convenient sampling and snow ball sampling techniques with the help of adopted questionnaires. The reliability of the instruments used is reaffirmed which is accordance with the required standards.

Research key Conclusions are:

- a) There is a positive and significant relationship between employee performance appraisal system and their satisfaction. This is due to the reason that the organization selected for the data collection was an international organization which is in practice of employing the policies in a fair manner.

- b) There is no significant difference between male and female employees with respect to their performance appraisal and satisfaction. It confirms that the performance appraisal system in practice is fair enough to keep all the employees satisfied.

Research Most Important Recommendations are :

- a) Keeping in view the importance of employee satisfaction it is recommended for all for profit, non for profit, private sector and public sector organizations that the employee performance appraisal systems should be developed and maintained in a fair manner.
- b) More research is needed to clarify that either private or public sector organizations operating in Pakistan are employing fair systems of employee performance appraisal or not.

7. Shahab (2009), Effective Performance Appraisal System and Its Role In The Development Of Institutional Work

Due to the nature of the rapid changes in the surrounding institutions and that oblige them keep up with these changes by setting the vision and mission to follow the clear and specific strategies accurately concerned with entering the environment, which is the backbone of any institution that provides goods or services, whether governmental or private, in order to gain flexibility in the decision-making environment at all administrative levels in order to achieve the wishes and aspirations of the organization to excellence in the field who are working to meet the needs of the consumer and worker satisfaction, reduced the performance gap between the planned objectives and performance achieved in the institutions.

Performance is an important element for the activity of any organization since it has importance and status considerable in the success and continuity as it consider the final product of all activities in the organization.

Research Key Conclusions are:

- a) Performance appraisal in the oil firms suffer from weakness as a result of the limited effectiveness of the system in the evaluation of the performance of all administrative levels and the lack of training and qualification of personnel implementing the system and the difficulty of management perception to performance appraisal system as a means of control in the hands of managers System.
- b) The existence of obstacles to performance system in the oil firms that have been studied because the performance depend on one party , the system is not applied correctly and the existence of bias in the estimates level.
- c) There are weaknesses in the role of performance appraisal system for the development of workers, managers and administrative performance system in oil institutions

Research Most Important Recommendations:

- a) Work on updating performance appraisal system in the institutions that have been studied and the use of more efficient performance appraisal systems.
- b) Address the shortcomings and weaknesses of the training by the establishment of intensive training courses to qualify organizers of the contemporary methods of performance appraisal system.
- c) management should give more attention to performance appraisal as a means for activating the control in the hands of Managers and support system that prevails all administrative levels.

- d) attention of management to raise the effectiveness of the performance appraisal system for the obvious significance in the development of performance employees, managers and administrative performance, which helps to increase efficiency and production.

Foreign Studies

1. Ndirangu and Ngari (2014), Effects of Performance Appraisal Quality on Performance of Employee in the Financial Sector: A Case of Investment Management Firms in Kenya

The main purpose of this study was to evaluate the effect of performance appraisal quality on employee performance in investment management firms in Kenya. The research used descriptive research design and the population of study was 347 management employees of investment management firms.

Research Key Conclusions:

- a) The study found that clarity of performance expectations affected the job performance to a great extent. Feedback mechanism and open door policy affected job perform to a great extent.
- b) Integrity and reliability/dependability affected job perform to a great extent. In addition, distributive fairness affected job performance to a moderate extent.
- c) The study found that ideas and innovations, absenteeism/tardiness and timeliness had improved for the last five years.
- d) The study that appraisal motivates staff by clarifying objectives and setting clear future objectives with provision for training and development needs to establish the performance objective. Communication provides employees with the chance of exercising a level of process control.
- e) Trust in supervisors is important for determining satisfaction with the appraisal system. Appraisals based on personal traits have little value for providing diagnostic feedback to employees or for designing training and development programs to ameliorate identified skill deficiencies.

Research Most Important Recommendations:

- a) Employees need to be familiar with the purpose and role of the performance appraisal process .
- b) Appraisal should be set in a way that it clarifies objectives and sets clear future objectives with provision for training and development needs to establish the performance objective.
- c) Effective performance appraisal should provide the opportunity for the supervisor and employee to promote the achievement of individual and organizational goals.
- d) Performance appraisal should be an important component of both the organization's succession planning program and the individual employee's career self-management.
- e) Performance appraisal processes should provide employees with the chance of exercising a level of process control.
- f) Internal communication should be tailored so as to be effective and deliver quantifiable business value.
- g) For an appraisal system to be effective, employees must believe that they have an opportunity for meaningful input into the appraisal process. Appraisal system must not only

evaluate what has been accomplished, but also guide future development, leverage existing strengths, and address skill deficiencies.

- h) In providing feedback, supervisors should allow employees the opportunity to share their insights and evaluations concerning their own performance.

2. Mehta (2014), Impact Of Performance Appraisal System On Employee Motivation

Performance appraisal is one of the main functions of human resource management. It is useful not only for Management but also for the employees so that they can know and understand about their performance from the Management Point of view. In this Paper researcher has tried to assess the relationship of Performance Appraisal system on the Motivation of Employees. For this purpose an empirical study has been carried out among the staff members of Cooperative Bank and data was collected through questionnaire. During the research it has been observed that the establishment of relationship between Performance Appraisal and Work Motivation depends on the type of performance appraisal system used in the particular sector and the transparency with which the whole process of Performance Appraisal was carried out. In the Cooperative bank where the survey was carried out are in practise of writing confidential report of employees and the data analysed gives very no significant relationship between performance Appraisal and Work Motivation.

Research Key Conclusions are:

- a) There is an insignificant relationship of work performance with performance appraisal and motivation.
- b) Employees of Cooperative bank have high Motivational level as majority of the respondents have agreed to the statement asked to evaluate their motivational level
- c) Employees are aware of the performance appraisal system, linking of reward with the performance and the various criteria against which their performance was evaluated and are aware of the facts that their incentive system and promotion is linked to the performance appraisal. However, and though they agree to the facts that they know that their success was measured, and their boss recognize the extra effort they put at work and rewarding system is based on the performance.

Research Most Important Recommendations are:

- a) This study has been done to know the relation of employee motivation and performance appraisal in Cooperative Banking Sector. This study shows the negative relation between this two. Hence, it is necessary for the bank officials to try to establish the relation between this two by adopting other methods of Performance Appraisal which gives stimuli to bank official to get motivated by it and perform well in the Organization.

3. Dwivedy (2013) , Employee Perception Towards Performance Appraisal

Performance Appraisal assesses an individual employee's job performance and productivity in relation to certain pre-established criteria and organizational objectives. Performance appraisal plays a very important role in the organization because it improves job performance.

The purpose of the study are:

- a) To find out the perception of employees towards performance appraisal.
- b) To study the impact of performance appraisal on employee's performance.

Research Key Conclusions are:

- a) Performance appraisal provides the opportunity to set personal goals.
- b) The assessment of performance motivates to work harder.
- c) The performance appraisal is helpful in reducing grievance among the employees.
- d) Performance appraisal increases career growth. And performance appraisal helps in the promotion of the employees.
- e) The performance appraisal enhances the performance of the employees and assessment of performance motivates to work harder these two satisfy our first objective which is to find out that the perception of employees towards performance appraisal.

Research Most Important Recommendations are:

- a) The performance appraisal must be measured on the continuous time period.
- b) There must be proper monitoring of the employees performance.
- c) There must be performance appraisal to improve the personnel skills of the employees.
- d) Promotion must be done on the basis of performance appraisal.
- e) There must be assessment of performance to motivate the employees to work harder.

4. Akinbowale, Jinabhai and Lourens (2013) , The Impact of Performance Appraisal Policy on Employee Performance –A Case Study of Guaranty Trust Bank in Nigeria

The research investigation focused on performance appraisal policy and its impact on employee performance in Guaranty Trust Bank in Nigeria. The aim of the study was to ascertain the extent to which the performance appraisal policy at Guaranty Bank contributed to employee performance. Arising out of the performance appraisal reviews, an important finding revealed that the training which employees received resulted in improved job performance. The performance appraisal reviews also showed that when feedback reports were effectively used they consequently improved employee performance. The main findings revealed that, employee participation in the performance appraisal was generally high and this increased job satisfaction and enhanced employee performance. The results also revealed that manager-subordinate interaction was very cordial and this boosted employee performance. Moreover, the majority of respondents preferred performance appraisal to be used regularly for career pathing in the organization. The study recommends a set of guidelines which could be used in improving the current performance appraisal policy and further boost employee performance.

Research Key Conclusions are:

- a) The findings demonstrated that the performance appraisal policy can be an effective tool in employee performance if it is perceived to be objective and fair.
- b) The findings also revealed that employee participation in the performance appraisal policy was high and this led to employee performance and perception of the process and outcome as being fair.
- c) This finding also confirmed the observations of Bond and Fox (2007:143) who highlight that employee performance was transparent in their evaluations and that they were treated fairly in compensation and promotion.

Research Most Important Recommendations are:

- a) The results of the study indicated that most employees preferred performance appraisals to be used for training and development purposes. It is recommended that managers should

improve on the training and development needs analysis component of performance appraisal policy in order to meet the aspirations of employees. A well trained and developed workforce is required for increased employee performance and organizational growth. It would also lead to efficiency and effectiveness of organizational activities.

- b) Any changes made to ratings of employees during the performance appraisal process should be communicated clearly and early to all concerned. This would go a long way to prevent conflict situations and create a healthy atmosphere for team work.
- c) Methods of helping poor performers to improve upon their performance, such as counselling and job rotation as well as transfers should be put in place by top management as policy interventions.
- d) To be able to obtain a reliable performance appraisal policy of the employee, supervisors should make it a point of making periodic notes on each of the employees to be appraised. This is because, if one waits till the end of the period to do the performance appraisal policy, the tendency will be to forget some other important positive or negative behavior the appraisee showed in the course of that period under review.

5. Afsharnejad and Maleki (2013), Performance Appraisals Impact on Attitudinal Outcomes and Organizational Performance

Performance appraisal is a widely recognized process, yet in Iran efforts to study and examine its effect on attitudinal outcomes and firm performance are scarce. The present study addresses this research gap. Researchers explored the relationship between PA satisfaction, job satisfaction and turnover intentions in semi-governmental organizations in Iran. Using responses collected from 123 respondents, we find statistically significant relationships between studied variables. The results have significant policy implications for improving the process of performance appraisal in semi-governmental organizations in Iran as well as other developing countries. Further the study enriches the body of knowledge on performance appraisal and its impact on organizational performance in developing countries.

Research Key Conclusions are:

- a) The study was conducted to examine the impact of PA satisfaction on employee job satisfaction and turnover intentions in SGOs of Iran. The findings of the study have supported the hypotheses depicting that PA is positively related to employee job satisfaction and negatively related to turnover intentions.
- b) The results of the study indicated that present appraisal system in the SGOs has many weaknesses as compared to contemporary HR literature. In order to enhance PA satisfaction among the employees reforms in present system are needed.
- c) The analysis indicates that lack of necessary skills, knowledge, management support and personal priorities, and the discomfort most employees experience when giving and receiving feedback, are the forces inhibiting this critical process.
- d) Failure to set goals and provide ongoing feedback and summary evaluations generally results in employees becoming dissatisfied and result reduced performance. Effective PA systems stand to create a vision of success and a climate in which performers want to give their best and strive for continuous improvement.

Research Most Important Recommendations are:

- a) PA system being practiced in SGOs' in Iran needs much improvement. In order to bring PA satisfaction among employees and to build their trust on the appraisals in SGOs' of Iran, research based policies are desired.
- b) A better PA system integrated with better HR practices will enhance performance appraisal satisfaction and also increase employee job satisfaction and reduce turnover intentions to bring effectiveness in the organizations.

6. Kamphorst and Swank (2012), The Role of Performance Appraisals in Motivating Employees

The main objective of this paper is to develop a model that explains the two biases in performance ratings, and at the same time explains how performance appraisals affect employee's future performances. Although this paper does not address the problem of the design of an optimal incentives scheme, it does illustrate that a better understanding in the performance appraisal process is likely to contribute to a better understanding of the working of incentive schemes.

Research Key Conclusions are:

- a) We have shown that even though a performance appraisal is cheap-talk, it may contain information that is relevant for the employee.
- b) For a wide range of parameters the manager tend to give positive appraisals.
- c) On average, a positive appraisal motivates an employee more than a negative appraisal.
- d) The effect of appraisals on an employee's future performance depends on the employee's perception of the ability of the manager to assess his performance.
- e) Our analysis suggests an explanation for the centrality bias. The driving force behind most of our results is that the manager wants to come across as a person who is able to assess the performance of the agent correctly. This gives incentives to good managers to separate themselves from bad managers by giving informative feedback.

Research Most Important Recommendations are:

- a) Measuring performance requires expertise to avoid disagreement about the true performance.
- b) To make a communication between supervisors and employees given a specific incentive scheme.

7. Ikemefuna (2012) , Workers Perception of Performance Appraisal in Selected Public and Private Organizations in Lagos Metropolis

This study set out to examine empirically workers' perception of performance appraisal in selected public and private organizations operating in Lagos metropolis. The study adopted the survey research design. The findings of this study showed that workers have an optimistic view of performance appraisal as a means for promoting, evaluating and equitably compensating employees, and forming the basis for many employee training programmes as well as its motivational effect on workers' performance.

Research Key Conclusions are:

- a) This study set out to examine workers' perception of performance appraisal in selected public and private organizations in Lagos metropolis.
- b) Performance evaluation systems have been criticized for failing to achieve employees' expectations as a result of some inherent flaws or errors in the performance appraisal process.
- c) Many workers have perceived performance appraisal in a negative light. In spite of this pessimistic view, the findings of this study to a large extent have shown that workers have an optimistic view of performance appraisal as a means for promoting, evaluating and equitably compensating employees, and forming the basis for many employee training programmes as well as its motivational effect on workers' performance.

Research Most Important Recommendations are:

- a) For appraisal to yield the desired outcomes, adequate attention should be paid to the avoidance of appraisal politics and the pursuance of fairness and transparency in the process.
- b) Training programmes could be initiated by organizations to offer tips for avoiding appraisal errors. All forms of discrimination and unethical practices which could jeopardize the process should be eschewed or avoided. Open-reporting system as opposed to closed-reporting system should be encouraged for performance appraisal to have a motivational effect on workers' performance.

8. Mensah and Seidu (2012) , Employees' Perception of Performance Appraisal System:A Case Study

This study focused on employees' perceptions of performance appraisal biases or errors, and examined the implications for developing and implementing an effective appraisal system in a polytechnic in Takoradi, Ghana. The results of the study indicate that employees of the institution perceive that the performance appraisal system of the institution is affected by subjectivity, and is influenced by some major errors. The findings have serious managerial implications for training, motivation and provision of resources for effective performance appraisal. A major limitation of the study is that, due to financial constraints, it was conducted in only one institution. Therefore, the findings may not be described as a reflection of the general state of affairs in the other educational institutions in the country.

Research Key Conclusions are:

- a) This study set out to investigate the perception of errors that employees have of the PAS of a polytechnic in Takoradi, Ghana.
- b) The results revealed a negative perception that the employees held of the PAS. That the system was affected by subjectivity, and was influenced by some major errors, the most common of which were the similarity and the halo effect biases. There was very little employee involvement in formulating criteria, agreeing performance standards and objectives for the appraisal.
- c) Employees were not well informed about the time, process and purpose of PA. In spite of their perception of PA errors, the majority of employees were committed and willing to submit to the process, even though a significant minority thought otherwise.

- d) Most employees viewed the system as important to both their individual career goals as well as the objectives of the institution.
- e) There was irregular and inadequate feedback on appraisal outcomes to all employees, except in the case of very poor performers.
- f) The study has provided some information on what needs to be changed in order to improve PA of employees in the institution.

Research Most Important Recommendations are:

- a) The findings have serious managerial implications for training, motivation and provision of resources for effective PA.
- b) In order to minimize, if not completely eliminate, perceived appraisal errors, as well as establish a more rational system, certain approaches are recommended.
- c) Regarding halo effect and leniency error, precise definitions of the job-related behaviors being rated are required. This would help reduce the tendency for appraisers to rely on their individual interpretations.
- d) To help reduce the occurrence of recency error, the use of appraisal diary should be considered. This would enable the superior to routinely document employee accomplishments and failures throughout the whole appraisal period.
- e) Concerning similarity bias, performance standards must be clearly defined. Additionally, formal training programmes can help reduce subjective errors commonly made during the rating process. Furthermore, institutional authorities should strive to provide regular and adequate feedback to subordinates.

9. Kirstein (2010) , Importance Of Motivation Factors Among Future Business Persons

The purpose of this paper is to find which motivation factors are seen as the most important by students considered as future business persons. The aim is to analyze findings in the light of existing motivation theories. The knowledge from the theoretical part of this paper combined with the results of the research can be useful for managers who deal with freshly graduated employees and for HR professionals who prepare recruitment campaigns focused on attracting students.

The results suggest that future business persons are motivated by factors from many different categories. Therefore, the most efficient approach to their motivation should not be based solely on intrinsic motivators neither on extrinsic motivators. By being aware of the factors that are the most important for future business persons companies can meet the challenge of attracting, motivating and retaining them.

Research Key Conclusions are:

- a) The aim of this paper is to find out which motivation factors are considered as the most important by future business persons.
- b) The theoretical part of the thesis showed that a nature of motivation is very complex and there are no simple answers to the question what motivate employees.
- c) to find and analyze factors that motivate students from two business schools demonstrated that both intrinsic and extrinsic motivators are in the top of the list.

Research Most Important Recommendations are:

- a) The most appropriate motivation and reward system should try to satisfy a variety of needs from more than one category.
- b) The perfect job for future business person should be interesting and well paid.
- c) the work environment should create the feeling of involvement, appreciation and safety.
- d) There should be also a great chance for promotion.
- e) The described job definitely would motivate employees to perform very well. Although, it might be hard to offer a position that satisfies all those needs, organizations should be aware of their existence.
- f) Companies can meet the challenge of attracting, motivating and retaining employees by being prepared for a variety of the expectations they have.

10. Elverfeldt (2005), Performance Appraisal – How To Improve Its Effectiveness

Performance appraisal systems need to be effective in improving or sustaining employee performance, otherwise they are a tremendous waste of time and money spend on development and implementation. From literature analyses it became clear that the most significant factor in determining performance appraisal system effectiveness is the acceptance of its users. Thus, a questioning was conducted in a target organization to test how the users perceive their current performance appraisal system. It was found that factors as 360-degree appraisal, procedural justice, goal-setting and performance feedback scored relatively high, while performance-based pay received the worst score. The only demographic variable that partly accounted for the variance in opinion about factors was age.

Research Key Conclusions are:

- a) The performance appraisal system of the target company is not perceived as bad as it could have been, but unfortunately also not as good as it could have been.
- b) The effectiveness of the performance appraisal system is as a consequence probably limited.
- c) the results revealed at least that there is room for improvement in all factors.

Research Most Important Recommendations are:

- a) it should be decided if the integration of more appraisal sources could be useful. According to the findings peers and customers are seen as valuable information sources. How these sources are integrated into the appraisal process, for example if their rating should influence performance-based pay results, should be subject to further investigation. It is important to always keep in mind that the acceptance of users is the key determinant for performance appraisal effectiveness.
- b) raters receive more or better training in the development of objective and relevant objectives. What the exact reasons for this problem are must be analyzed by further research. The training material and-task should be investigated as well as the amount of time which is spent with training.

11. Tam (2005) , Performance Appraisal: From Appreciation to Dismissal

Regular performance evaluation assists the management when preparing budget planning. Many personnel-related decisions, such as hiring new employees, relocating employees, adjustment in pay, and arranging training workshops, require the management to allocate its money differently.

Research Key Conclusions are:

- a) This paper briefly examines some conventional appraisal methods utilized in libraries.
- b) Performance appraisals are essential in all organizations, especially in highly labor-intensive organizations like libraries.
- c) This process assists the employers in making pay adjustment, promotion and demotion decisions. It can help management to make plans in fulfilling any training needs of the subordinates.
- d) An accurate and effective performance appraisal can definitely assist employers in preparing the budget of the institutions. Libraries serve as social and cultural institutions in the community.

Research Most Important Recommendations are:

- a) Each method has its own strengths and weaknesses. Library management should carefully consider each appraisal method and decide which to be adopted.
- b) The library's human resources officer should be creative and consider a combination of various appraisal methods in order to conduct the most accurate and effective performance evaluation.

12. Gibbs, Merchant, Van der Stede and Vargus (2004) , Performance Measure Properties and Incentives

We examine the effects of performance measure properties on incentive system design, using data on incentive contracts for auto dealership managers. The data include information on five properties: two indicators of risk; two indicators of distortion; and one indicator of potential manipulation. We find that these properties have important effects on incentive system design. First, firms appear to choose the “best” performance measure available along these dimensions, and use it for the most important (primary) formula bonus. Second, the properties of this primary performance measure are important determinants of the weight placed on the measure for explicit.

Research Key Conclusions are:

- a) In this paper we studied an important component of incentive systems that has received little theoretical or empirical attention in economics: properties of performance measures.
- b) We find clear evidence that performance measure properties matter to incentives (both formula bonuses and implicit incentives such as promotion prospects and threat of dismissal).
- c) The riskiness of the bonus tends to reduce its use for incentives. Similarly, the extent to which the measure distorts incentives (especially for cooperation; to a lesser extent for short-term focus) reduces the weight it is given. However, we do not find that potential for manipulation reduces the weight placed on the measure for a formula bonus. It may be that most available measures at auto dealerships, which are some version of revenues or profits, inevitably have a short-term focus and may be manipulable.

Research Most Important Recommendations are:

- a) The results recommend that dealerships choose the “best” performance measure (in terms of risk, distortion, and potential for manipulation) among those available, and place the strongest incentives on a bonus calculated from this measure.

- b) Some dealerships offer additional (“secondary”) formula bonuses based on other performance measures. Our results suggest that these are used at least in part to adjust for weaknesses in the primary performance measure – in particular, to rebalance multitask incentives and reduce incentives to manipulate the primary performance measure.

13. Walsh (2003), Perceived Fairness of and Satisfaction With Employee Performance Appraisal

Employee performance appraisal is one of the most commonly used management tools in the United States. Over 90 percent of large organizations including 75 percent of state employment systems require some type of annual performance appraisal (Seldon, Ingraham & Jacobson, 2001). Performance appraisal is one of the most widely researched areas in industrial/organizational psychology (Murphy & Cleveland, 1993). However, the traditional research agenda has done little to improve the usefulness of performance appraisal as a managerial tool.

Research Key Conclusions are:

- a) Overall, employee reactions to the PPR system were favorable, indicating that the system has the potential for use as a management tool. This conclusion is based on the results of the ten scales measuring perceptions of fairness of performance appraisal and the three reaction scales used to measure satisfaction with performance appraisal.
- b) The results of this study are based on measurement of employee reactions toward various components of performance appraisal. Measures of employee reactions have been suggested as being a valuable input into the evaluation of performance appraisal systems. Evaluation of performance appraisal has been suggested to include different components. Employee reactions to performance appraisal has been suggested by researchers as being one of the components important to the acceptance and use of performance appraisal in organizations

Research Most Important Recommendations are:

- a) The researcher recommends that the organizations include a greater emphasis on the need for performance feedback and its role in the ongoing performance management process. Employee focus groups are recommended to collect additional information regarding employee perceptions of the definition of performance feedback and how it should be conducted. Another piece of data that should be collected is employee perceptions of whether ongoing feedback is perceived to be a part of the performance appraisal system or rather a supervisory responsibility independent of the system. Focus groups comprised of supervisors should also be conducted to determine rater perceptions of the feedback process and its role in performance appraisal.
- b) The researcher recommends that additional study of the hypothesized four-factor model of justice as applied to performance appraisal be conducted to further evaluate the relationships of the perceptions of justice measured by the ten scales, in the same or modified configurations, to confirm the relative influence of the structural aspects versus the social interactions of performance appraisal.
- c) The researcher also recommends that the four-factor model of justice be utilized to evaluate performance appraisal systems in the private sector as opposed to the public sector organizations included in this study. Distributions or outcomes such as pay increases,

promotions, etc. are generally more strongly associated with the results of performance appraisal in the private sector than in the civil service. The four-factor model may better represent the private sector where outcomes are more tangible.

General Commentary on Reviewed Studies

As recently most companies believe that effective performance appraisal is the key to motivate employee to achieve sustainability within the rapidly growing environment, researchers tried to discuss the extent of the effective performance appraisal impact on employees motivation considering different important factors. Several local, Arabic, and foreign studies are reviewed and the followings are the general comments on it:

1. Many studies focus on discussing the reality of effective performance appraisal as Dwivedy, Tam, Adwan, Awad and Walsh.
2. Generally, all reviewed studies discussed the variables determined in this study separately that many studies focus on the satisfaction as a main variable taking into consideration performance appraisal fairness ,compensation and incentives as Shouraba ,Saeed Lodhi, Iqbal, Munir, Sandhu ,Amin, and karimi
3. Some studies discussed models that explains the two biases in performance ratings, and at the same time explains how performance appraisals affect employee's future performances as Swank and Kamphorst.
4. Some studies discussed performance appraisal policies as Akinboeade and Nouno.
5. Through our review of previous studies and found that those studies highlighted many of the problems faced by the performance appraisal process, such as the lack of performance evaluation system requirements that must be met, the system's lack of objective standards, the lack of adequate means to gather information like Al-Nono
6. The previous studies on job performance, such as evaluation study like Awad, aimed to identify the evaluation of job performance measure for workers in the Palestinian National Authority in the Gaza Strip system, not Palestinian universities in Gaza,
7. Studies like Edwan and Shourab conducted to evaluate performance appraisal
8. A study like Abu madi aimed to identify the obstacles to evaluate the performance of employees and ways of treatment from the viewpoint of residents.
9. (Gibbs,2004) This study aims to determine the performance measurement system of incentives designed properties, and through the use of data and agreements to some incentives for managers with commercial contracts.
10. The researchers used descriptive and analytical approach to develop their studies.
11. The previous researches have some ideas in common. Most of them identified the reasons behind the dissatisfaction of employees on performance appraisal. Among the many reasons behind the dissatisfaction are: lack of incentives, unfair report and/or system and misuse of performance appraisal output for career planning and organizational development.
12. The previous researches briefed the researcher on some aspects that affect the satisfaction of employees on performance appraisal system. Part of the results that were found throughout this study come on line with the previous researches and other findings were the privilege of this study.
13. The researcher used different tests to examine the correlation between the factors that affect employees' satisfaction on performance appraisal system and the satisfaction. Moreover, the

effect on another dimension which is raters' errors has been examined to see whether it has an effect on the overall satisfaction of employees on performance appraisal system. . Many researchers confirmed that the satisfied employees are the key to motivate individual and/or organizational performance

14. Each study was launched from a different problem from the head of the other in which each researcher tried to access to the results due to the different interests that were a feature in itself being a researcher supplied many of the diverse knowledge and ideas on the subject of research, said researcher on the subject of the questionnaire and the formulation of her words.
15. The researcher benefited from the previous studies through developing the theoretical part of the research, formulating the research's problem statement and variables.

The Significant Differences of This Study:

1. The study examines the relation between effective performance appraisal and employee`s motivation.
2. This study varies from other studies that the researcher compiled the research variables from different models which give a better and wide understanding for the concept. The previous studies agreed on that good relationship between the employee and effective performance appraisal leads to employee motivation.
3. This study differs from the reviewed studies that it measures all the variables that separately discussed in the previous studies considering each one role in enhancing the performance appraisal benefits. This research also obtains the necessity of these variables“ integration to maximize the utilization of performance appraisal.

Chapter 4

Research Practical Framework

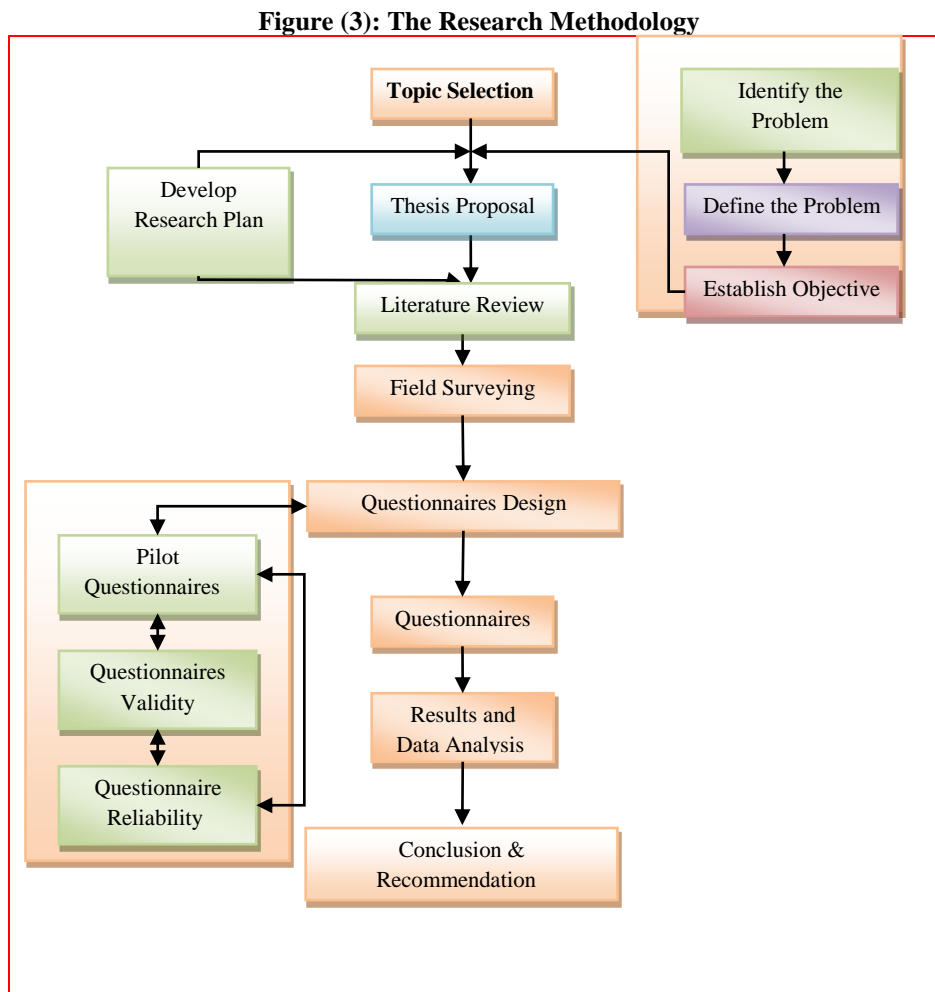
- **Introduction**
- **Research Methodology**
- **Research Procedure**
- **Sources of Data**
- **Research Population**
- **Research Sample**
- **Questionnaire Design**
- **Data Measurement**
- **Statistical Analysis Tools**
- **Questionnaire Procedures**
- **Validity of the Questionnaire**
- **Reliability of the Questionnaire**

Introduction

This chapter is considered important since it focuses on the practical aspects of the research. It describes the adopted methodology to achieve the research objectives. This includes the information about the research design, research population and sample, questionnaire design, validity and reliability of the questionnaire.

Research Methodology :

The research follows the descriptive analytical approach that the developed hypotheses are tested after conducting the planned data collection process. The researcher depends on using the (SPSS) to analyze the data collected by a questionnaire, which is the primary source. Secondary sources are books, journals, articles, periodicals, reports, and websites.



Source: Saunders et al., "Research Methods for Business Students", Pearson Education, 2011, P. 11

Research Procedure:

The followings are the steps followed by the researcher to conduct and implement the research:

1. The first phase of the research thesis proposal included identifying and defining the problems and establishment objective of the study and development research plan.

2. The second phase of the research included a summary of the comprehensive literature review. a comprehensive literature review was conducted about performance appraisal and motivation
3. The third phase The researcher started developing a questionnaire including the determined variables to be measured. The questionnaire was evaluated and reviewed.
4. The fourth phase of the research focused on the modification of the questionnaire design, through distributing the questionnaire to pilot study, The purpose of the pilot study was to test and prove that the questionnaire questions are clear to be answered in a way that help to achieve the target of the study. The questionnaire was modified based on the results of the pilot study.
5. The fifth phase of the research focused on distributing questionnaire. This questionnaire was used to collect the required data on three of higher education institution which are Islamic university ,Al-Azhar university and Al-Aqsa university in order to achieve the research objective. 300 questionnaires were distributed to the research population and 200 questionnaires were received.
6. The sixth phase of the research was data analysis and discussion. Statistical Package for the Social Sciences, (SPSS) was used to perform the required analysis.
7. The seventh phase The final phase includes the conclusions and recommendations.

Sources of Data:

The researcher used two sources of data that was collected carefully in order to achieve the research objectives:

1. Secondary Data: It is obtained from several journals that discussed performance appraisal and motivation. Also, many books related to it was used, in addition to thesis from universities and electronic libraries. Data about the selected universities at education sector were collected from its websites and annual reports.
2. Primary Data: A questionnaire is the used tool to collect data about the effectiveness of performance appraisal. The respondents were asked regarding the research variables.

Data Collection Tools:

Collecting the needed data for the research depends on the two sources mentioned previously which are the secondary and the primary sources in order to study the impact of effective performance appraisal on employee`s motivation at higher education institution. Research methodology depends on the analysis of data on the use of descriptive analysis, which done using the SPSS program.

Research Population and Sample:

The research population included the academic administrative of higher education sector. Three universities were selected. Islamic university, Al-Azhar University and Al-Aqsa University. The following table includes the population of each organization:

Table (1): Population of the Research

The University	Number of Employees
Islamic	120
Al-Azhar	98
Al-Aqsa	74
Total	292

Source: Articulated by the Researcher (Data from HR departments – October, 2015)

The Research Sample :

The researcher based on stratified random sampling & cluster during the research implementation according to the selected universities. The stratified random sample is dividing the population into groups that share similar characteristics or attributes. The targeted respondents are all employees in the three universities.

Table (2): Sample of the Research

The University	Number of the research sample	Number of Respondents	Response Rate (%)
Islamic	100	70	70
Al-Azhar	100	70	70
Al-Aqsa	80	60	75
Total	280	200	71.4

Source: Articulated by the Researcher (2015)

Questionnaire Design :

The questionnaire was carefully design in order to facilitate the collection process, in addition to maximize the reliability and validity of data gathered from respondents. The questionnaire is composed of the following sections:

1. Section (1): It focused on the personal and organizational characteristics of the respondents including (gender, age, social status, job type, educational level, years of work in the company, job level, name the university).
2. Section (2): 12 questions focused on effective performance appraisal fairness and its impact on employee motivation
3. Section (3): 11 questions focused on satisfaction on effective performance appraisal and its impact on employee motivation
4. Section (4): 12 questions focused on promotion and appreciation resulted from effective performance appraisal and its impact on employee motivation
5. Section (5): 11 questions focused on compensation resulted from effective performance appraisal and its impact on employee motivation

Pilot Study :

A pilot study for the questionnaire was conducted before collecting the results of the sample. It provides a trial run for the questionnaire, which involves testing the wordings of question, identifying ambiguous questions, testing the techniques that used to collect data, and measuring

the effectiveness of standard invitation to respondents. pilot sample of 30 questionnaires was distributed to help test the validity and reliability of the questionnaire.

Data Measurement :

In order to be able to select the appropriate method of analysis, the level of measurement must be understood. For each type of measurement, there is/are an appropriate method/s that can be applied and not others. In this research, ordinal scales were used. Ordinal scale is a ranking or a rating data that normally uses integers in ascending or descending order. The numbers assigned to the important (1,2,3,4,5) do not indicate that the interval between scales are equal, nor do they indicate absolute quantities. They are merely numerical labels. Based on Likert scale we have the following:

Item	Strongly agree	Agree	Do not Know	Disagree	Strongly Disagree
Scale	5	4	3	2	1

Statistical Analysis Tools

The researcher used data analysis both qualitative and quantitative data analysis methods. The Data analysis made utilizing (SPSS 22). The researcher utilize the following statistical tools:

1. Kolmogorov-Smirnov test of normality.
2. Pearson correlation coefficient for Validity.
3. Cronbach's Alpha for Reliability Statistics.
4. Frequency and Descriptive analysis.
5. Stepwise regression.
6. Parametric Tests (One-sample T test, Independent Samples T-test and Analysis of Variance).
 - a. T-test is used to determine if the mean of a paragraph is significantly different from a hypothesized value 3 (Middle value of Likert scale). If the P-value (Sig.) is smaller than or equal to the level of significance $\alpha = 0.05$, then the mean of a paragraph is significantly different from a hypothesized value 3. The sign of the Test value indicates whether the mean is significantly greater or smaller than hypothesized value 3. On the other hand, if the P-value (Sig.) is greater than the level of significance $\alpha = 0.05$, then the mean a paragraph is insignificantly different from a hypothesized value 3.
 - b. The Independent Samples *T-test* is used to examine if there is a statistical significant difference between two means among the respondents toward the effective performance appraisal and its impact on employee motivation at higher education institution at Gaza Strip due to (Gender, age and Marital status).
 - c. The One- Way Analysis of Variance (ANOVA) is used to examine if there is a statistical significant difference between several means among the respondents toward effective performance appraisal and its impact on employee motivation at higher education institution at Gaza Strip due to (Age, Functional Level, Educational Degree and Years of Experience).

Questionnaire Procedure :

The researcher utilizes the following questionnaire procedures:

1. The researcher designed the questionnaire and then it was reviewed and modified by the supervisor.
2. The modified copy was given to a number of 10 academic and professional referees who have excellent knowledge and expertise in the area of the research topic.
3. The questionnaire was modified based on the referee's comments and a pilot sample of 30 questionnaires was distributed to help test the validity and reliability of the questionnaire.
4. Based on the pilot phase findings, it was concluded that the questionnaire is ready to be distributed as a final copy.

Validity of Questionnaire

Validity refers to the degree to which an instrument measures what it is supposed to be measuring. Validity has a number of different aspects and assessment approaches. To insure the validity of the questionnaire, two statistical tests should be applied. The first test is Criterion-related validity test (Pearson test) which measures the correlation coefficient between each paragraph in one field and the whole field. The second test is structure validity test (Pearson test) that used to test the validity of the questionnaire structure by testing the validity of each field and the validity of the whole questionnaire. It measures the correlation coefficient between one field and all the fields of the questionnaire that have the same level of similar scale (Kimberlin & Winterstein, 2008, p. 2277).

1. External (Pre-Pilot) Validity of the Questionnaire: It is essential to pre-pilot the questionnaire to identify any ambiguities in the questions and to identify the potential problems for each question. In order to assure high level of reliability and validity for the developed tool, the researcher had taken the approval of the supervisor to review the tool on Academic levels to ensure its relevance and stability.
2. Criterion Related Validity: Internal consistency of the questionnaire is measured by a pilot sample, which consisted of 30 questionnaires through measuring the correlation coefficients between each paragraph in one field and the whole field.

Internal validity of the questionnaire is the first statistical test that used to test the validity of the questionnaire. It is measured by a scouting sample, which consisted of 50 questionnaires through measuring the correlation coefficients between each paragraph in one field and the whole field.

- a) Measuring the Correlation between " Fairness " and the total of the field

Table(3): Correlation coefficient of each paragraph of " Fairness " and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	Current performance appraisal characterized by justice	.293	0.020*
2.	The current performance appraisal model can assist the employee to identify the strengths and weaknesses he has.	.437	0.001*
3.	The current performance appraisal model measures the actual employee capabilities	.566	0.000*
4.	Employee and his direct boss informed about performance standards in the	.288	0.021*

	model.		
5.	Numerous models are used to collect private information on employee performance appraisal.	.302	0.017*
6.	Appraisal standards focus on the appraisal outcomes and its objectives	.508	0.000*
7.	Each function and level of administrative has specific and well-known performance criteria	.431	0.001*
8.	Performance criteria used by the university capable of measuring employee performance effectively.	.284	0.023*
9.	The University from time to time amend the standards of performance in accordance with the requirements and conditions of work.	.590	0.000*
10.	There is a committee from within the university administration is involved in the identification and development of standards of performance.	.403	0.002*
11.	There is direct control on the president during the evaluation involve higher Parties (Evaluation Committee).	.556	0.000*
12.	When feeling injustice, a committee forms to discuss and review with the higher authorities to take action on the complaint in the evaluation process.	.577	0.000*

* Correlation is significant at the 0.05 level

Table (3) clarifies the correlation coefficient for each paragraph of the " Fairness " and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$, so it can be said that the paragraphs of this field are consistent and valid to be measure what it was set for.

b) Measuring the Correlation between " Job Satisfaction " and the total of the field

Table 4: Correlation coefficient of each paragraph of " Job Satisfaction " and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	I feel satisfied about the current performance appraisal model	.333	0.009*
2.	I feel satisfied about the performance of my manager in the filling of my performance appraisal model	.403	0.002*
3.	I feel satisfied about the university usage of the results of performance appraisal	.379	0.003*
4.	I feel that the performance appraisal model achieves purpose for which it was designed for	.477	0.000*
5.	Performance evaluation helps to achieve my goals and my ambitions at work	.451	0.001*
6.	Performance appraisal helps to improve and develop my performance	.486	0.000*
7.	Satisfaction on performance appraisal affect my performance in a positive way.	.564	0.000*
8.	Satisfaction on performance appraisal leads to make me an active participant in the organization.	.566	0.000*
9.	I feel that the effort made is appraised in a satisfactory manner	.574	0.000*
10.	I feel satisfied about the efficiency of staff on the process of performance appraisal.	.704	0.000*
11.	I feel good about my position compared to the results of the performance appraisal.	.504	0.000*

* Correlation is significant at the 0.05 level

Table (4) clarifies the correlation coefficient for each paragraph of the " Job Satisfaction " and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this

field are significant at $\alpha = 0.05$, so it can be said that the paragraphs of this field are consistent and valid to be measure what it was set for.

c) Measuring the Correlation between " Appreciation and Promotion " and the total of the field

Table (5) : Correlation coefficient of each paragraph of " Appreciation and Promotion " and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	The rate of increase that occur on my salary tied to the results of the appraisal	.479	0.000*
2.	The University offers financial rewards to employees with high estimates	.627	0.000*
3.	I feel satisfied about promotions granted and the time obtained	.547	0.000*
4.	I get praise and appreciation by my direct supervisor when I got my high evaluation result.	.685	0.000*
5.	Evaluation process provides objective grounds to upgrade employee	.447	0.001*
6.	University takes into account the level of performance of the employee when filling a vacant post in the same administrative level.	.663	0.000*
7.	The management honored the owners of high staff estimates	.456	0.000*
8.	Incentives offered by the university help to improve the performance of staff	.664	0.000*
9.	My direct manager appreciate my efforts and perseverance in work	.609	0.000*
10.	appreciation and mutual respect relations prevail between superiors and subordinates at work.	.742	0.000*
11.	university often organize entertainment and social activities for all employees	.653	0.000*
12.	employee feel the importance of incentives and rewards provided by the university as a result of performance appraisal.	.648	0.000*

* Correlation is significant at the 0.05 level

Table (5) clarifies the correlation coefficient for each paragraph of the " Appreciation and promotion " and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$, so it can be said that the paragraphs of this field are consistent and valid to be measure what it was set for.

d) Measuring the Correlation between " Compensation " and the total of the field

Table (6) : Correlation coefficient of each paragraph of " Compensation " and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	The salary for my return, pushing me to improve my performance appraisal	.575	0.000*
2.	I see the end of service benefits in the incentives law is appropriate.	.489	0.000*
3.	From my point of view salaries system and additional benefits are fair	.726	0.000*
4.	The end service rights are a appropriate for all job categories	.495	0.000*
5.	Motivation to work out how much your sense of justice depends comparison between compensation you get and what others get in work	.704	0.000*
6.	The university is committed to the privileges or indirect benefits declared.	.697	0.000*
7.	Health insurance provided by the university provide suitable services for employee	.449	0.001*
8.	The rights and benefits given to employee at the end of service secure his	.560	0.000*

	future and provide him a decent life, which motivate employee to improve the level of performance.		
9.	Indirect compensation (health insurance, salaries, end of service benefits, etc) to increase the efficiency of workers and improve the performance of their business.	.526	0.000*
10.	The university track methods and mechanisms for the granting of indirect compensation to suit the job performance.	.681	0.000*
11.	Ensure obtaining health insurance motivates employees to improve performance.	.489	0.000*

* Correlation is significant at the 0.05 level

Table (6) clarifies the correlation coefficient for each paragraph of the " Compensation " and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$, so it can be said that the paragraphs of this field are consistent and valid to be measure what it was set for.

e) Measuring the Correlation between " Employee Motivation " and the total of the field

Table (7) : Correlation coefficient of each paragraph of " Employee Motivation " and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	I think that the results of performance appraisal is a standard for granting incentives	.568	0.000*
2.	I find that the positive performance appraisal motivates and pushing me to work efficiently	.754	0.000*
3.	I'm interested in the results of the performance appraisal because it gives incentives	.511	0.000*
4.	senior management at the University Link between incentives and results of performance for the employee	.597	0.000*
5.	I feel that justice prevail in the university system of incentives	.520	0.000*
6.	I feel satisfied about bonuses and increments that are added to the salary per year	.514	0.000*
7.	I think that the nature of the promotion or risk encourage me to perform better	.510	0.000*
8.	My job helps me to gain new skills and capabilities	.704	0.000*
9.	My job offers me the potential for creativity and excellence in the work	.513	0.000*
10.	I think that my salary Suit sthe effort that it takes work.	.570	0.000*
11.	I feel justice and objectivity of the incentive system in light of the results of performance appraisal	.615	0.000*
12.	Given the way in which the incentives are granted its subject to clear and specific standards	.699	0.000*
13.	The results of performance appraisal encourage me on the competition and career advancement	.422	0.001*
14.	Learned from the process of performance appraisal in improving working conditions	.543	0.000*
15.	Employee are keen to do their work diligently serve this university.	.236	0.050*

* Correlation is significant at the 0.05 level

Table (7) clarifies the correlation coefficient for each paragraph of the " Employee Motivation " and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of

this field are significant at $\alpha = 0.05$, so it can be said that the paragraphs of this field are consistent and valid to be measure what it was set for.

3. Structure Validity: Structure validity is the second statistical test that used to test the validity of the questionnaire structure by testing the validity of each field and the validity of the whole questionnaire. It measures the correlation coefficient between one field and all the fields of the questionnaire that have the same level of liker scale.

The researcher assessed the fields' structure validity by calculating the correlation coefficients of each field of the questionnaire and the whole of the questionnaire.

Table (8): Correlation coefficient of each field and the whole of questionnaire

No.	Field	Pearson Correlation Coefficient	P-Value (Sig.)
1.	Fairness	.641	0.000*
2.	Job Satisfaction	.847	0.000*
3.	Appreciation and promotion	.938	0.000*
4.	Compensation	.935	0.000*
	Variables affecting performance appraisal	.988	0.000*
	Employee Motivation	.948	0.000*

* Correlation is significant at the 0.05 level

Table (8) clarifies the correlation coefficient for each field and the whole questionnaire. The p-values (Sig.) are less than 0.05, so the correlation coefficients of all the fields are significant at $\alpha = 0.05$, so it can be said that the fields are valid to be measured what it was set for to achieve the main aim of the study.

Reliability of the Research (Cronbach's Coefficient Alpha)

The reliability of an instrument is the degree of consistency which measures the attribute; it is supposed to be measuring (George and Mallery ,2006). The less variation an instrument produces in repeated measurements of an attribute, the higher its reliability. Reliability can be equated with the stability, consistency, or dependability of a measuring tool. The test is repeated to the same sample of people on two occasions and then compares the scores obtained by computing a reliability coefficient (George and Mallery ,2006). To insure the reliability of the questionnaire, Cronbach's Coefficient Alpha should be applied.

Cronbach's Coefficient Alpha method is used to measure the reliability of the questionnaire between each field and the mean of the whole fields of the questionnaire. The normal range of Cronbach's coefficient alpha value between 0.0 and + 1.0, and the higher values reflects a higher degree of internal consistency. The Cronbach's coefficient alpha was calculated for each field of the questionnaire.

Table(9): Cronbach's Alpha for each field of the questionnaire

No.	Field	Cronbach's Alpha
1.	Fairness	0.755
2.	Job Satisfaction	0.805
3.	Appreciation and promotion	0.839
4.	Compensation	0.809

	Variables affecting performance appraisal	0.903
	Employee Motivation	0.846
	All paragraphs of the questionnaire	0.936

Table (9) shows the values of Cronbach's Alpha for each field of the questionnaire and the entire questionnaire. For the fields, values of Cronbach's Alpha were in the range from 0.755 and 0.903. This range is considered high; the result ensures the reliability of each field of the questionnaire. Cronbach's Alpha equals 0.936 for the entire questionnaire which indicates an excellent reliability of the entire questionnaire.

Thereby, it can be said that the researcher proved that the questionnaire was valid, reliable, and ready for distribution for the population sample.

Chapter 5

Data Analysis and Hypothesis Testing

- **Introduction**
- **Test of Normality**
- **Descriptive Analysis of the sample characteristics**
- **Data Analysis**
- **Hypothesis testing**

Introduction

The aim of this chapter is to analyze the empirical data which was collected through the questionnaire in order to provide a real picture about effective performance appraisal and its impact on employee motivation at higher education institution. This chapter includes 4 main sections. The first is test of normality. The second is about descriptive analysis (the organizational and personal characteristics) which will be presented and discussed. The third is about Data analysis (Means and Test values for each field). The fourth section is hypotheses testing. The findings that respond to these questions and objectives will be discussed and compared to previous findings in other studies.

Test of Normality :

The One-Sample Kolmogorov-Smirnov test procedure compares the observed cumulative distribution function for a variable with a specified theoretical distribution, which may be normal, uniform, Poisson, or exponential. The Kolmogorov-Smirnov Z is computed from the largest difference (in absolute value) between the observed and theoretical cumulative distribution functions. This goodness-of-fit test tests whether the observations could reasonably have come from the specified distribution. Many parametric tests require normally distributed variables. The one-sample Kolmogorov-Smirnov test can be used to test that a variable of interest is normally distributed (Henry, C. and Thode, Jr., 2002).

Table (10): Kolmogorov-Smirnov test

Field	Kolmogorov-Smirnov	
	Statistic	P-value
Fairness	1.011	0.258
Job Satisfaction	1.023	0.246
Appreciation and promotion	1.230	0.097
Compensation	1.305	0.066
Variables affecting performance appraisal	1.033	0.240
Employee Motivation	1.000	0.264
All paragraphs of the questionnaire	1.044	0.245

Table (10) shows the results for Kolmogorov-Smirnov test of normality. From Table (10), the p-value for each variable is greater than 0.05 level of significance, then the distributions for these variables are normally distributed. Consequently, parametric tests should be used to perform the statistical data analysis.

Descriptive Analysis of the Sample Characteristics :

1. Age

Table (11): Age

Age	Frequency	Percent
30 to less than 40	70	35.0
40 and more	130	65.0
Total	200	100

Table No. (11) Shows that the majority of the respondents have ages more than 40, and this represents 65%, while 35% of the respondent's ages are "30 to less than 40". These results attributed to that high academic center in university should be hold by someone who has a academic degree and this requires many more years of age and experience to get the higher grades. This indicates that universities prefer to acquire employees for top level positions that have more experience in order to enhance the skills of the younger employees and manage their work effectively.

2. Gender

Table (12): Gender

Gender	Frequency	Percent
Male	196	98.0
Female	4	2.0
Total	200	100.0

Table No. (12) Shows that the majority of the respondents are males, and they represents 98% of the study sample compared to females. These indicators obtain how much employers prefer employing males rather than females because they are more direct in their communication and less emotional in their decision also they are tougher', 'better at delegation. The low ratio of women may due to the traditional oriental habits of the Palestinian society which prefers that women take specific professions like education and health.

3. Marital Status

Table (13): Marital Status

Marital status	Frequency	Percent
Married	178	89.0
Divorced	2	1.0
Widower	20	10.0
Total	200	100.0

From Table (13) above its indicated 89% were married, while 11% were single and others. This implies there more married than single employees in the organizations. These result can be attributed to Islamic tradition and culture where they seek stability and make a family .

4. Job level

Table (14): Job level

Job Level	Frequency	Percent
Dean	44	22.0
Dean assistant	44	22.0
Manager	65	32.5
Head of department	47	23.5
Total	200	100.0

Table No. (14) Shows that 22% of the respondents are Dean, 22% are Dean assistant and 32% are manager and 23% are head of department. This indicates that the results reflects the opinion of manager and head department more than dean and dean assistant. The researcher attributed this results to the nature of work and the structural hierarchy in the universities where it is appropriate for the number of employees at universities.

5. Educational Degree

Table (15): Educational Degree

Educational Degree	Frequency	Percent
Bachelor	106	53.0
Master	50	25.0
PhD	44	22.0
Total	200	100.0

Table No. (15) Shows that 53% of the respondents hold Bachelor's degree. This indicates to the organizations' interest in employing educated employees in order to be able to perform their work with the set standards and the requirements of the job. It is also noted that 22% of the respondents holds a PhD degree, while 25% of the respondents holds a master degree.

From the researcher point of view, this distribution of high education level is due to the nature of working in academic institution. These qualifications are of the main requirement to work in this sector. This refers that the Palestinian society interests in education and high education degrees.

6. Years of Experience

Table (16): Years of Experience

Years of Experience	Frequency	Percent
5-less than 10 years	40	20
10 to less than 15 years	90	45
15 years and more	70	35
Total	200	100.0

Table No. (16) Shows that 20% of the respondents has "5-less than 10 years", 45% of the respondents has "10 to less than 15 years" of services in the Organization, 35% of the respondents has "15 years and more" of service in the Organization. This indicates that the organizations interest in improving employees who have different experience. The researcher attributes this to the beginning of the emergence of the Palestinian universities in the Gaza Strip at the end of the last century.

7. University

Table (17): University

University	Frequency	Percent
Islamic	70	35.0
Al-Azhar	70	35.0
Al- Aqsa	60	30.0
Total	200	100.0

Table No. (17) Shows that 35% of the respondents work at Islamic university, 35% of the respondents work at Al-Azhar University and 30% of the respondents work at Al-Aqsa university. The researcher attributed these results to the proportion of the number of staff of each University of the total sample of universities.

Data Analysis :

One sample t-test was used to determine the opinion of respondents toward the effective performance appraisal and its impact on employee motivation. The analysis of the respondents' opinion will be presented in order to obtain their direction regarding the questionnaires sentences if it is positive (proportional mean greater than "60%" and the p-value less than 0.05), or if it is neutral regarding the content of the sentences neutral (p-value is greater than 0.05), or if it is negative (proportional mean less than "60%" and the p-value less than 0.05).

The following tables show the analysis of the opinions of employees.

1. Variables affecting performance appraisal

a) Fairness

Table (18): Means and Test values for "Fairness"

	Item	Mean	S.D	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	Current performance appraisal characterized by justice	3.94	0.74	78.80	17.94	0.000*	4
2.	The current performance appraisal model can assess the employee to identify the strengths and weaknesses he has.	3.91	0.71	78.20	18.12	0.000*	5
3.	The current performance appraisal model measures the actual employee capabilities	4.03	0.93	80.50	15.64	0.000*	1
4.	Employee and his direct boss informed about performance standards in the model.	3.91	0.70	78.20	18.49	0.000*	5
5.	Numerous models are used to collect private information on employee performance appraisal.	3.74	0.88	74.70	11.78	0.000*	8
6.	Appraisal standards focus on the appraisal outcomes and its objectives	3.64	0.64	72.80	14.09	0.000*	12
7.	Each function and level of administrative has specific and well-known performance criteria	3.81	0.84	76.10	13.51	0.000*	7

8.	Performance criteria used by the university capable of measuring employee performance effectively.	3.97	0.58	79.40	23.50	0.000*	3
9.	The University from time to time amend the standards of performance in accordance with the requirements and conditions of work.	3.71	0.74	74.20	13.56	0.000*	9
10.	There is a committee from within the university administration is involved in the identification and development of standards of performance.	4.02	0.75	80.30	19.05	0.000*	2
11.	There is direct control on the president during the evaluation involve higher Parties (Evaluation Committee).	3.66	0.71	73.10	13.12	0.000*	11
12.	When feeling injustice, a committee forms to discuss and review with the higher authorities to take action on the complaint in the evaluation process.	3.69	0.81	73.70	11.93	0.000*	10
	All paragraphs of the field	3.83	0.23	76.67	52.10	0.000*	

* The mean is significantly different from 3

Table (18) shows the following results:

The mean of paragraph #3 “The current performance appraisal model measures the actual employee capabilities” equals 4.03 (80.50%), Test-value = 15.64, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 3 . We conclude that the respondents agreed to this paragraph.

The mean of paragraph #6 “Appraisal standards focus on the appraisal outcomes and its objectives” equals 3.64 (72.80%), Test-value = 14.09, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 3 . We conclude that the respondents agreed to this paragraph.

The mean of the field “Fairness” equals 3.83 (76.67%), Test-value = 52.10, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 3. We conclude that the respondents agreed to field of “Fairness ".this indicates that Fairness of performance appraisal can be attributed to the ability of universities to reach a high degree of sophistication in the development of performance appraisal models, whether on the level of administrative work, or at the level of regulations and laws to workflow also it develop these models and make adjustments in order to reach acceptable satisfaction degree in addition to this it make development to these models which contributes to motivate staff and demonstrates the administration's awareness of the importance of performance appraisal process and its impact on job performance and employee motivation.

The respondents agreed with the statement “The current performance appraisal model measures the actual employee capabilities” where current performance appraisal help employee to identify their strength to enhance it and weakness to avoid it. The results of this dimension consistent with (Hagar,2004) who conclude that the success of these universities in the competition process in the third millennium is associated with quality of the education, ie, the ability to turn what we learn to the products or services that can compete, through universities response to the needs of

their communities, making the workplace and production area for the use of education and application of knowledge that is reflected on the creative capabilities and their growth and development.

The respondents agreed with the statement “Appraisal standards focus on the appraisal outcomes and its objectives” The results of this dimension consistent with (Madi,2007) who conclude that The standards and models to assess the applicable performance in universities is acceptable and fair and take into account when choosing a performance standards the job description in the standards institution in order to achieve their goals. The reason of this consistency that the universities in this study and Madi that they do believe that fairness affect employee motivation also these universities used acceptable form and standards for performance appraisal.

In general, respondents agreed regarding the field of fairness. This agreement can be attributed to that universities’ appraisal report is fair in view point of employees. This obviously reflects that employees see universities’ performance appraisal report or form as fair. This requires the need to adopt their form of performance appraisal in order to achieve their goals and objectives. The results of this dimension inconsistent with (Awad ,2005) who concludes that employees are unsatisfied about performance appraisal due to different disadvantages including the fairness of the report.

b) Job Satisfaction

Table (19): Means and Test values for “Job Satisfaction”

	Item	Mean	S.D	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	I feel satisfied about the current performance appraisal model	3.59	0.93	71.80	9.02	0.000*	4
2.	I feel satisfied about the performance of my manager in the filling of my performance appraisal model	4.13	0.73	82.60	21.83	0.000*	1
3.	I feel satisfied about the university usage of the results of performance appraisal	3.32	1.12	66.30	3.97	0.000*	9
4.	I feel that the performance appraisal model achieves purpose for which it was designed for	3.47	0.80	69.30	8.21	0.000*	8
5.	Performance evaluation helps to achieve my goals and my ambitions at work	3.80	0.72	75.90	15.66	0.000*	2
6.	Performance appraisal helps to improve and develop my performance	3.52	0.68	70.40	10.82	0.000*	5
7.	Satisfaction on performance appraisal affects my performance in a positive way.	3.77	0.73	75.40	14.96	0.000*	3
8.	Satisfaction on performance appraisal leads to make me an active participant in the organization.	3.51	0.91	70.10	7.82	0.000*	7

9.	I feel that the effort made is appraised in a satisfactory manner	3.51	0.66	70.20	10.85	0.000*	6
10.	I feel satisfied about the efficiency of staff on the process of performance appraisal.	2.72	1.19	54.40	-3.34	0.000*	11
11.	I feel good about my position compared to the results of the performance appraisal.	2.81	1.18	56.20	-2.28	0.001*	10
	All paragraphs of the field	3.47	0.37	69.33	17.82	0.000*	

* The mean is significantly different from 3

Table (19) shows the following results:

The mean of paragraph #2 “I feel satisfied about the performance of my manager in the filling of my performance appraisal model” equals 4.13 (82.60%), Test-value = 21.83 and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 3. We conclude that the respondents agreed to this paragraph.

The mean of paragraph #10 “I feel satisfied about the efficiency of staff on the process of performance appraisal” equals 2.72 (54.40%), Test-value = -3.34, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is negative, so the mean of this paragraph is significantly smaller than the hypothesized value 3. We conclude that the respondents disagreed to this paragraph.

The mean of the field “Job Satisfaction” equals 3.47 (69.33%), Test-value = 17.82, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 3. We conclude that the respondents agreed to field of “Job Satisfaction”. This result can be attributed to the university's ability to keep abreast of developments with respect to the process of performance appraisal and its awareness of the importance of the process of performance appraisal or that there is support and encouragement for this process.

The results regarding employees` satisfaction about the performance of managers in the filling of performance appraisal form is positive because they satisfied on the result and they don't feel injustice and this result is consistent with (Malik ,2013) who conclude that Employee perceived reactions including perceived satisfaction, perceived acceptability, perceived utility, perceived fairness and perceived accuracy of performance appraisal are significantly important to determine the employee work motivation. The reason of this consistency because of the emphasis on the use of performance appraisal records efficiently because of their role in achieving the satisfaction.

The results regarding employees` satisfaction about the efficiency of staff on the process of performance appraisal is negative because the staff lack the awareness about the role of training in improving performance appraisal result especially if they are given the opportunity to apply what they learned and utilize the new acquired skills .this result is consistent with (Edwan ,2006) who conclude that the performance appraisal standards are subjective however they are static, vocational training centers depend mainly on the direct supervisor's observation to compile data about the performance of subordinates, only one method is used to appraise the performance of employees regardless of the grade. The ultimate finding of this study is that employees are

unsatisfied about the current appraisal report due to the aforementioned reasons. The reason of this consistency because of the lack of training and qualification of personnel filling performance appraisal form.

In general, respondents agreed regarding the field of "job satisfaction" This agreement can be attributed to awareness about the importance of employee satisfaction on performance appraisal and its impact on their productivity, motivation and to reduce turnover intentions to bring effectiveness in the universities.

c) Appreciation and promotion

Table (20): Means and Test values for "Appreciation and promotion"

	Item	Mean	S.D	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	The rate of increase that occur on my salary tied to the results of the appraisal	2.76	1.06	55.20	-3.20	0.001*	6
2.	The University offers financial rewards to employees with high estimates	2.82	1.17	56.30	-2.23	0.013*	2
3.	I feel satisfied about promotions granted and the time obtained	2.77	1.21	55.40	-2.70	0.004*	5
4.	I get praise and appreciation by my direct supervisor when I got my high evaluation result.	2.75	1.20	55.00	-2.95	0.002*	8
5.	Evaluation process provides objective grounds to upgrade employee	2.81	1.17	56.10	-2.36	0.010*	3
6.	University seeks to upgrade promotion mechanisms to be more appropriate to the system of incentives for workers	2.93	1.30	58.50	-0.82	0.207	1
7.	The management honored the owners of high staff estimates	2.76	1.20	55.20	-2.82	0.003*	6
8.	Incentives offered by the university help to improve the performance of staff	2.79	1.19	55.80	-2.49	0.007*	4
9.	My direct manager appreciate my efforts and perseverance in work	2.62	1.12	52.40	-4.78	0.000*	12
10.	Appreciation and mutual respect relations prevail between superiors and subordinates at work.	2.64	1.22	52.70	-4.23	0.000*	11
11.	University often organize entertainment and social activities for all employees	2.74	1.14	54.70	-3.29	0.001*	9
12.	Employee feels the importance of incentives and rewards provided by the university as a result of performance appraisal.	2.68	1.19	53.60	-3.80	0.000*	10
	All paragraphs of the field	2.75	0.63	55.08	-5.56	0.000*	

* The mean is significantly different from 3

Table (20) shows the following results:

The mean of paragraph #6 “University seeks to upgrade promotion mechanisms to be more appropriate to the system of incentives for workers” equals 2.93 (58.50%), Test-value = -0.82, and P-value = 0.207 which is greater than the level of significance $\alpha = 0.05$. Then the mean of this paragraph is insignificantly different from the hypothesized value 3. We conclude that the respondents (Do not know, neutral) to this paragraph.

The mean of paragraph #9 “My direct manager appreciate my efforts and perseverance in work” equals 2.62 (52.40%), Test-value = -4.78, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is negative, so the mean of this paragraph is significantly smaller than the hypothesized value 3. We conclude that the respondents disagreed to this paragraph.

The mean of the field “Appreciation and promotion” equals 2.75 (55.08%), Test-value = 55.08, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is negative, so the mean of this field is significantly smaller than the hypothesized value 3. We conclude that the respondents disagreed to field of “Appreciation and promotion ”This result can be attributed to that universities do not take into account the positive and negative incentives after the results of performance appraisal process and the absence of standards of justice and objectivity appear in the process of performance appraisal .Also it can be attributed to lack of university’s awareness of the importance of incentive system.

Respondents seem to be neutral regarding the statement ” The university seeks to upgrade promotion mechanisms to be more appropriate to the system of incentives for workers” this means that universities lack awareness of promotion mechanisms ant its upgrades and its impact on employee motivation and performance .This result consistent with (Al-Aqsh, 2007)who conclude that the ministry does not use methods of competition in the functional upgrade and promotion through competitions and tests, and that there is an imbalance in the organizational structures. also that there is a defect in the ways and mechanisms of granting promotion to upgrade the incentives system, and there is no criteria and administrative controls for the granting of incentives and promotions that adversely affect the performance of staff, and it shows that there is abuse in the application of incentives and rewards system.

The respondents disagreed with the statement “My direct manager appreciate my efforts and perseverance in work” and this result might affect the employee willingness to give and improve performance , also there is a failure in the role of managers and supervisors in the use of bonuses as an incentive for employees outstanding in their performance. This result is consistent with (Shourab,2007) who conclude that incentives take the form of verbal support rather than financial rewards and the results of performance appraisal are not used for promotion and those whose performances are rated as unsatisfactory are not subject to training or demotion.

In general there is disagreement on the field “appreciation and promotion” This disagreement because universities do not take into account Positive and negative incentives after the results of the performance appraisal process so manager of universities if they want performance appraisal success it is a must to seek and seriously create a system of incentives so that the performance

appraisal process does not become a routine operation annually and it will lose its luster with the passage of days, and this needs to find standards of justice and objectivity appear in the performance appraisal process so that the rewards go to those who deserve it. This disagreement consistent with (Shourab,2007) who conclude dissatisfaction of respondents on physical incentives and attribute this result to low salary level and not connected to schedule of cost of living, inability to provide physical incentives because of the very difficult financial circumstances it pass through.

d) Compensation

Table (21): Means and Test values for “Compensation”

	Item	Mean	S.D	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	The salary for my return, pushing me to improve my performance appraisal	2.67	1.13	53.40	-4.13	0.000 *	7
2.	I see the end of service benefits in the incentives law is appropriate.	2.81	1.14	56.20	-2.35	0.010 *	2
3.	From my point of view salaries system and additional benefits are fair	2.65	1.18	53.00	-4.21	0.000 *	8
4.	The end service rights are a appropriate for all job categories	2.64	1.18	52.80	-4.32	0.000 *	9
5.	Motivation to work out how much your sense of justice depends comparison between compensation you get and what others get in work	2.70	1.17	54.00	-3.63	0.000 *	5
6.	The university is committed to the privileges or indirect benefits declared.	2.87	1.36	57.40	-1.35	0.089	1
7.	Health insurance provided by the university provide suitable services for employee	2.77	1.15	55.30	-2.90	0.002 *	4
8.	The rights and benefits given to employee at the end of service secure his future and provide him a decent life, which motivate employee to improve the level of performance.	2.62	1.15	52.40	-4.66	0.000 *	11
9.	Indirect compensation (health insurance, salaries, end of service benefits, etc) to increase the efficiency of workers and improve the performance of their business.	2.63	1.14	52.50	-4.63	0.000 *	10
10.	The university track methods and mechanisms for the granting of indirect compensation to suit the job performance.	2.68	1.20	53.50	-3.83	0.000 *	6
11.	Ensure obtaining health insurance motivates employees to improve performance.	2.80	1.14	56.00	-2.48	0.000 *	3
	All paragraphs of the field	2.71	0.61	54.23	-6.64	0.000 *	

* The mean is significantly different from 3

Table (21) shows the following results:

The mean of paragraph #6 “The university is committed to the privileges or indirect benefits declared” equals 2.87 (57.40%), Test-value = -1.35, and P-value = 0.089 which is greater than the level of significance $\alpha = 0.05$. Then the mean of this paragraph is insignificantly different from the hypothesized value 3. We conclude that the respondents (Do not know, neutral) to this paragraph.

The mean of paragraph #8 “The rights and benefits given to employee at the end of service secure his future and provide him a decent life, which motivate employee to improve the level of performance” equals 2.62 (52.40%), Test-value = -4.66, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is negative, so the mean of this paragraph is significantly smaller than the hypothesized value 3. We conclude that the respondents disagreed to this paragraph.

The mean of the field “Compensation” equals 2.71 (54.23%), Test-value = -6.64, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is negative, so the mean of this field is significantly smaller than the hypothesized value 3. We conclude that the respondents disagreed to field of “Compensation”. This result can be attributed to defect in the mechanism of the application of the compensation system and that system is not active for functional groups to improve performance and achieve job satisfaction also compensation is not enough to secure employees future and provide him a decent life.

Respondent seem to be neutral to the statement “The university is committed to the privileges or indirect benefits declared” this result would lead to affect performance adversely and employee would not do their best in the work because they lack commitment from university to the privileges or indirect benefits declared. This result is inconsistent with (Al-Masri,2009)who conclude that university provide compensation which is not available in other economic sectors. Also, the university’s financial compensation contains financial terms beyond what was stated by a staff of higher education especially private social allowances for the family including wives and sons.

The respondents disagreed with the statement “The rights and benefits given to employee at the end of service secure his future and provide him a decent life, which motivate employee to improve the level of performance” because those rights are not enough to secure employees` future this result is consistent with (Mhaisen,2004)who conclude that employee lack stability and job security especially employee who their contracts are subject to renewal every period of time, as the renewal of contracts make Employees feel of instability, and that they are threatened at every moment to end their services, which makes them feel unstable on the one hand and the weakness of their motivation on the other hand, and this affects employee performance and satisfaction.

In general, The respondents disagreed with the field ”compensation” This result could have paid staff to carry out several actions such as conflicts and disputes within the organization, both among employees themselves, or between staff and management, and also the low loyalty to the organization and work degree, This result is consistent with (bsesiso,2008) who conclude that

employee dissatisfied with compensation system which applied in universities. The researcher attributes this to poor application of the Civil Service Law.

2. Employee Motivation

Table (22): Means and Test values for “Employee Motivation”

	Item	Mean	S.D	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	I think that the results of performance appraisal is a standard for granting incentives	2.71	1.23	54.20	-3.34	0.000*	11
2.	I find that the positive performance appraisal motivates and pushing me to work efficiently	2.90	1.35	58.00	-1.05	0.148	5
3.	I'm interested in the results of the performance appraisal because it gives incentives	2.78	1.17	55.60	-2.66	0.004*	9
4.	Senior management at the University Link between incentives and results of performance for the employee	2.80	1.20	55.90	-2.42	0.008*	7
5.	I feel that justice prevail in the university system of incentives	2.70	1.20	53.90	-3.60	0.000*	14
6.	I feel satisfied about bonuses and increments that are added to the salary per year	2.70	1.22	53.90	-3.53	0.000*	15
7.	I think that the nature of the promotion or risk encourage me to perform better	2.80	1.17	55.90	-2.49	0.007*	7
8.	My job helps me to gain new skills and capabilities	2.93	1.38	58.60	-0.72	0.236	4
9.	My job offers me the potential for creativity and excellence in the work	2.71	1.17	54.10	-3.57	0.000*	12
10.	I think that my salary Suits the effort that it takes work.	2.71	1.14	54.10	-3.65	0.000*	12
11.	I feel justice and objectivity of the incentive system in light of the results of performance appraisal	2.76	1.16	55.10	-2.98	0.002*	10
12.	Given the way in which the incentives are granted its subject to clear and specific standards	2.90	1.38	58.00	-1.03	0.153	5
13.	The results of performance appraisal encourage me on the competition and career advancement	3.19	1.02	63.70	2.56	0.006*	2
14.	Learned from the process of performance appraisal in improving working conditions	3.02	1.03	60.40	0.28	0.392	3
15.	Employee are keen to do their work diligently serve this university.	3.78	0.70	75.60	15.86	0.000*	1
	All paragraphs of the field	2.89	0.60	57.80	-2.60	0.005*	

* The mean is significantly different from 3

Table (22) shows the following results:

The mean of paragraph #15 “Employee are keen to do their work diligently serve this university” equals 3.78 (75.60%), Test-value = 15.86, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 3 . We conclude that the respondents agreed to this paragraph.

The mean of paragraph #6 “I feel satisfied about bonuses and increments that are added to the salary per year” equals 2.70 (53.90%), Test-value = -3.53, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is negative, so the mean of this paragraph is significantly smaller than the hypothesized value 3 . We conclude that the respondents disagreed to this paragraph.

The mean of the field “Employee Motivation” equals 2.89 (57.80%), Test-value = -2.60, and P-value=0.005 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is negative, so the mean of this field is significantly smaller than the hypothesized value 3. We conclude that the respondents disagreed to field of “Employee Motivation ”.This result can be attributed to the following :lack of development and follow up to performance appraisal process ,lack of awareness of the importance of performance appraisal on employees motivation ,also there is no justice or objectivity in regard to incentive system.

The result regarding the item employees are keen to do their work diligently serve this university seems to be positive because performance appraisals are very important tool in Human resources management to retain efficient employees whose commitment level with the organization is relevantly high from others also they have to do their job to keep themselves in save side. Working with motivated employees actually increases the performance of the organization. This result is consistent with (Saeed et al,2013) who conclude that incentives and benefits provided by organization do an important role in increasing of the employee’s motivation level of work for organizing.

Respondent disagree with the statement “I feel satisfied about bonuses and increments that are added to the salary per year” Data compiled from employees through questionnaire revealed that the universities do not designate specific incentive package for employees whose performances are rated as outstanding. Moreover, employees do not receive verbal incentives when they deserve or when their performances are rated as outstanding. In addition, employees are not promoted for higher post based on the results of their performance. The personnel directive does not clearly state that employees with outstanding performance are eligible for a kind of rewards or incentives. this result is inconsistent with (Saeed et al,2013) who conclude that performance appraisals have a positive and significant relationship with employees’ motivation. Increments in salaries, recognition, appreciation about work, give periodically promotions to employees keep their moral high and stimulate employees to do their job effectively and efficiently.

In general respondent disagree with the field (Employee motivation) this disagreement come as result to the low level of interest to the requirements of raising the efficiency of the process of evaluating the performance of employees in the Palestinian universities in Gaza Strip in order to motivate employee and to increase their productivity .This disagreement consistent with

(Madi&Abu-Ross,2007) who conclude that performance appraisal process is not followed by a positive or negative assessment of incentives, which could adversely affect the employee performance , productivity and motivation.

Hypothesis Testing

The hypotheses of the research are the following:

1. Hypothesis #1: There is statistically significant relationship at the level of ($\alpha \leq 0.05$) between the effectiveness of performance appraisal and employee motivation in higher education institutions, this hypothesis is derived from the three sub-hypotheses:
 - a) There is a statistical significant correlation between performance appraisal fairness and employee motivation at 0.05 level.
 - b) There is a statistical significant correlation between satisfaction on performance appraisal and employee motivation at 0.05 level.
 - c) There is a statistical significant correlation between Appreciation and employee motivation at 0.05 level.
 - d) There is a statistical significant correlation between Compensation and employee motivation at 0.05 level.

Table (23): Correlation coefficient between the effectiveness of performance appraisal and employee motivation in higher education institutions

No.	Sub Hypothesis	Pearson Correlation Coefficient	P-Value (Sig.)
1.	Relationship between performance appraisal fairness and employee motivation	.388	0.000*
2.	Relationship between satisfaction on performance appraisal and employee motivation	.653	0.000*
3.	Relationship between Appreciation and employee motivation	.804	0.000*
4.	Relationship between Compensation and employee motivation	.788	0.000*
	Relationship between the effectiveness of performance appraisal and employee motivation	.839	0.000*

* Correlation is statistically significant at 0.05 level

Table (23) shows that the correlation coefficient between the effectiveness of performance appraisal and employee motivation in higher education institutions equals .839 and the p-value (Sig.) equals 0.000. The p-value (Sig.) is less than 0.05, so the correlation coefficient is statistically significant at $\alpha = 0.05$. We conclude there exists a significant relationship between the effectiveness of performance appraisal and employee motivation in higher education institutions.

In general, all the independent variables are very much correlated to the dependent variable. Hence, the independent variables that had been used in the questionnaire are statistically representing the variables affecting performance appraisal. The more the relation is positive and active, the more there is applying for effective performance appraisal. So, it can be said that “There is statistically significant relationship at the level of ($\alpha \leq 0.05$) between the effectiveness of

performance appraisal and employee motivation in higher education institutions ". Therefore the hypothesis is accepted.

Finding is supported by many researches (Saeed et al, 2013), (Malik ,2013),(Ndirangu and Ngari ,2014), (Dwivedy ,2013), (Kamphorst and Swank ,2012) which revealed that performance appraisal has an impact on employees' performance and motivation. The positive value of the correlation indicates that the correlation is positive. This means that the more appraisal is effective the more motivated employees will be , It can be concluded that effective performance appraisal is important in any organization to motivate the employees.

2. Hypothesis #2: There is statistically significant impact at the level ($\alpha \leq 0.05$) for performance appraisal on employee motivation.

The hypothesis stated that there is a significant impact between effective performance appraisal and employee motivation (at level of significance $\alpha = 0.05$)

In order to explore the relationship between dependent variable and independent variables, multiple regression analysis was conducted to see the impacts. One of the objectives of this research is to find out the relationships and the impact between factors affecting effective performance appraisal (fairness, satisfaction ,promotion and appreciation and compensation) and employees' motivation, so regression analysis is the best suitable tool for that purpose. The researcher use Stepwise regression and obtain the following results:

Table (24):Result of Stepwise regression analysis

Variable	B	T	Sig.	R	R-Square	F	Sig.
(Constant)	0.060	0.272	0.786	0.852	0.726	172.810	0.000**
Appreciation and promotion	0.426	7.381	0.000*				
Compensation	0.350	5.736	0.000*				
Job Satisfaction	0.204	2.424	0.016*				

* The variable is statistically significant at 0.05 level

** The relationship is statistically significant at 0.05 level

The researcher use Stepwise regression and obtain the following results:

Table (24) shows the Multiple correlation coefficient $R = 0.852$ and $R\text{-Square} = 0.726$. This means 72.6% of the variation in employee motivation is explained by Appreciation and promotion, Compensation and use and Job Satisfaction.

Table (24) shows the Analysis of Variance for the regression model. $F=172.810$, $Sig. = 0.000$, so there is a significant relationship between the dependent variable employee motivation and the independent variables " Appreciation and promotion, Compensation and Job Satisfaction ".

Based on Stepwise regression method, the variable " Fairness " have insignificant impact on employee motivation.

The estimated regression equation is:

$$\text{Employee motivation} = 0.060 + 0.426* (\text{Appreciation and promotion}) + 0.350* (\text{Compensation}) + 0.204* (\text{Job Satisfaction})$$

The estimated regression equation is used to predict the value of employee motivation for any give values (responses) to the independent variables "Appreciation and promotion, Compensation and Job Satisfaction".

So, it can be concluded that managers should give more attention to fairness which has a great effect on employees' performance. They should focus on appreciation and promotion, which leads to better achievement for goals and values, implementing them in right manner and improve employees' performance. Also compensation is very important because it has great effect on employees' motivation. Universities should focus on the way they grant incentives and compensation and to upgrades incentives mechanisms to motivate employee .

3. Hypothesis #3: There are statistically significant differences at ($\alpha \leq 0.05$) between the mean response respondents about the staff perception of the effectiveness of performance appraisal and its impact on employee motivation in institutions of higher education on personal data.

This hypothesis can be divided into the following sub-hypotheses:

a) There are statistically significant differences at ($\alpha \leq 0.05$) between the mean response respondents about the staff perception of the effectiveness of performance appraisal and its impact on employee motivation in institutions of higher education on age.

Table (25): Independent Samples T-test of the fields and their p-values for Age

No.	Field	Means		Test Value	Sig.
		30 to less than 40	40 or more		
1.	Fairness	3.88	3.81	2.319	0.021*
2.	Job Satisfaction	3.47	3.47	0.033	0.974
3.	Appreciation and promotion	2.77	2.75	0.233	0.816
4.	Compensation	2.78	2.67	1.190	0.235
	Variables affecting performance appraisal	3.23	3.18	0.898	0.370
	Employee Motivation	2.94	2.86	0.951	0.343

* The mean difference is significant a 0.05 level

Table (25) shows that the p-value (Sig.) is smaller than the level of significance $\alpha = 0.05$ for the field "Fairness", then there is significant difference among the respondents toward this field due to age. The researcher conclude that the personal characteristics "age" has an impact on this field because they have more experience .

The mean for the category "30 to less than 40" higher than other age categories, then the researcher conclude that the category "30 to less than 40" respondents is agreed for the field "fairness" much more than the other age categories.

For the other fields, the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$, then there is insignificant difference among the respondents toward these fields due to age. We conclude that the personal characteristics' age has no impact on the other fields.

The age of the respondents effects on answering the field 'fairness' where employees from age "30 to less than 40" answered accurately and logically to the mentioned statements in the questionnaire. While according to the other fields (satisfaction, appreciation and promotion, compensation) the employees can reply to all mentioned statements accurately regardless to their ages.

- b) There are statistically significant differences at ($\alpha \leq 0.05$) between the mean response respondents about the staff perception of the effectiveness of performance appraisal and its impact on employee motivation in institutions of higher education on gender.

Table (26): Independent Samples T-test of the fields and their p-values for Gender

No.	Field	Means		Test Value	Sig.
		Male	Female		
1.	Fairness	3.83	4.08	-2.256	0.025*
2.	Job Satisfaction	3.45	4.05	-3.236	0.001*
3.	Appreciation and promotion	2.73	4.02	-4.263	0.000*
4.	Compensation	2.68	4.05	-4.599	0.000*
	Variables affecting performance appraisal	3.18	4.05	-4.630	0.000*
	Employee Motivation	2.86	4.20	-4.656	0.000*

* The mean difference is significant a 0.05 level

Table (26) shows that the p-value (Sig.) is smaller than the level of significance $\alpha = 0.05$ for each field, then there is significant difference among the respondents toward each field due to gender. We conclude that the personal characteristics' gender has significant impact on each field.

The respondents' gender affect each field of the research, it is concluded that opinions were different from both male and female employees towards the impact of effective performance appraisal on employee motivation .The reasons include that men and women are both not equally involved in organization managerial activities and thus they view the concepts from different angles.

- c) There are statistically significant differences at ($\alpha \leq 0.05$) between the mean response respondents about the staff perception of the effectiveness of performance appraisal and its impact on employee motivation in institutions of higher education on marital status.

Table (27): Independent Samples T-test of the fields and their p-values for marital status

No.	Field	Means		Test Value	Sig.
		Married	Other		
1.	Fairness	3.83	3.86	-0.499	0.619
2.	Job Satisfaction	3.47	3.45	0.269	0.788
3.	Appreciation and promotion	2.75	2.75	0.030	0.976
4.	Compensation	2.71	2.74	-0.195	0.846
	Variables affecting performance appraisal	3.19	3.20	-0.075	0.940
	Employee Motivation	2.89	2.89	0.018	0.986

Table (27) shows that the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$ for each field, then there is insignificant difference among the respondents toward each field due to marital status. We conclude that the personal characteristics' marital status has no impact on each field.

The respondents' marital status does not affect any field of the research, it is concluded that opinions were the same from all respondents towards the impact of effective performance appraisal on employee motivation.

- d) There are statistically significant differences at ($\alpha \leq 0.05$) between the mean response respondents about the staff perception of the effectiveness of performance appraisal and its impact on employee motivation in institutions of higher education on job level

Table (28):ANOVA test of the fields and their p-values for job level

No.	Field	Means				Test Value	Sig.
		Dean	Dean assistant	Manager	Head of department		
1.	Fairness	3.78	3.84	3.82	3.89	2.183	0.091
2.	Job Satisfaction	3.47	3.46	3.47	3.46	0.017	0.997
3.	Appreciation and promotion	2.80	2.77	2.72	2.75	0.167	0.919
4.	Compensation	2.77	2.69	2.64	2.77	0.512	0.674
	Variables affecting performance appraisal	3.21	3.20	3.17	3.22	0.195	0.900
	Employee Motivation	2.85	2.88	2.88	2.94	0.194	0.900

Table (28) shows that the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$ for each field, then there is insignificant difference among the respondents toward each field due to job level. We conclude that the personal characteristics' job level has no impact on each field.

The job level of the employees has no effect on the respondents' opinion this due to the importance of effective performance to all employees regardless to their organizational level.

- e) There are statistically significant differences at ($\alpha \leq 0.05$) between the mean response respondents about the staff perception of the effectiveness of performance appraisal and its impact on employee motivation in institutions of higher education on educational degree.

Table (29):ANOVA test of the fields and their p-values for educational degree

No.	Field	Means			Test Value	Sig.
		Bachelor	Master	PhD		
1.	Fairness	3.82	3.84	3.84	0.187	0.830
2.	Job Satisfaction	3.47	3.46	3.48	0.035	0.966
3.	Appreciation and promotion	2.73	2.76	2.78	0.129	0.879
4.	Compensation	2.70	2.70	2.74	0.080	0.923
	Variables affecting performance appraisal	3.18	3.19	3.21	0.105	0.900
	Employee Motivation	2.90	2.91	2.85	0.175	0.839

* The mean difference is significant a 0.05 level

Table (29) shows that the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$ for each field, then there is insignificant difference among the respondents toward each field due to

educational level. We conclude that the personal characteristics' educational level has no impact on each field.

The educational degree of the respondents doesn't affect any of the research fields. It is concluded that opinions for the respondents from different educational levels were the same.

- f) There are statistically significant differences at ($\alpha \leq 0.05$) between the mean response respondents about the staff perception of the effectiveness of performance appraisal and its impact on employee motivation in institutions of higher education on years of experience.

Table (30):ANOVA test of the fields and their p-values for years of experience

No.	Field	Means			Test Value	Sig.
		5-less than 10 years	10 to less than 15 years	15 years and more		
	Fairness	3.91	3.82	3.80	1.760	0.175
	Job Satisfaction	3.47	3.42	3.53	0.842	0.432
	Appreciation and promotion	2.82	2.69	2.80	0.149	0.861
	Compensation	2.74	2.69	2.73	0.807	0.448
	Variables affecting performance appraisal	3.24	3.16	3.22	0.207	0.813
	Employee Motivation	2.92	2.86	2.91	0.605	0.547

* The mean difference is significant a 0.05 level

Table (30) shows that the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$ for each field, then there is insignificant difference among the respondents toward each field due to years of experience. We conclude that the personal characteristics' years of experience has no impact on each field.

The number of services years in the University has no effect on the opinions of the respondents for each field. This means that employees can accurately reply to the questions regardless to the number of their services years in the University.

- g) There are statistically significant differences at ($\alpha \leq 0.05$) between the mean response respondents about the staff perception of the effectiveness of performance appraisal and its impact on employee motivation in institutions of higher education on university.

Table (31):ANOVA test of the fields and their p-values for University

No.	Field	Means			Test Value	Sig.
		Islamic	Al-Azhar	Al- Aqsa		
1.	Fairness	3.82	3.84	3.84	0.187	0.830
2.	Job Satisfaction	3.47	3.46	3.48	0.035	0.966
3.	Appreciation and promotion	2.73	2.76	2.78	0.129	0.879
4.	Compensation	2.70	2.70	2.74	0.080	0.923

Variables affecting performance appraisal	3.18	3.19	3.21	0.105	0.900
Employee Motivation	2.90	2.91	2.85	0.175	0.839

Table (31) shows that the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$ for each field, then there is insignificant difference among the respondents toward each field due to university. We conclude that the personal characteristics' university has no impact on each field. The university or workplace has no effect on the opinions of the respondents for each field. This means that employees can accurately reply to the questions regardless to University they work in.

Chapter 6

Conclusions and Recommendations

- **Introduction**
- **Conclusions**
- **Recommendations**
- **Proposed Future Studies**

Introduction

In this chapter the conclusion will be illustrated according the previous obtained results, recommendations will be listed in the light of the conclusion, and topics for future researches will be suggested at the end of this chapter.

Conclusions:

The major purpose of this research is to investigate the impact of effective performance appraisal on employee motivation, In general it is noted that the universities benefit from performance appraisal and they consider the importance of continuous follow up for the acquired knowledge and skills through providing suitable facilities and support to the employees to apply what they learned . The followings are the conclusions that are obtained during the research:

1. Variables Affecting Effective Performance Appraisal:

a) Fairness

- The results of the research reveals that Performance appraisal affect employees motivation . it also reveals that universities' appraisal is fair in view point of employees.
- The basic purpose of an appraisal system is to improve the employee performance that will leads towards the organization success.
- The current performance appraisal model measures the actual employee capabilities where current performance appraisal help employee to identify their strength to enhance it and weakness to avoid it.
- Appraisal standards focus on the appraisal outcomes and its objectives.
- Perceptions about fairness hold a critical importance within organizations because it avoids negative outcomes such as employee turnover and also enhance positive outcomes of organizations such satisfaction with the job.
- Effectiveness and success of appraisal system depends on reactions and feedback of employees. This suggests that employee feedback is critical factor in assessing effectiveness of appraisal system. This feedback can be positive or negative regarding outcomes of appraisal system.
- Universities make amendments in regard to the standards of performance in accordance with the requirements and conditions of work.
- There is a committee from within the university administration is involved in the identification and development of standards of performance.

b) Satisfaction

- Employees unsatisfied about the efficiency of staff on the process of performance appraisal because the staff lack the awareness about the role of training in improving performance appraisal result especially if they are given the opportunity to apply what they learned and utilize the new acquired skills.
- Unskilled appraisers that have lack of communication skills and therefore are not able to accomplish an effective performance and lead to negative attitude toward the appraisal system.
- There is an agreement regarding the field of "job satisfaction" This agreement can be attributed to awareness of the importance of employee satisfaction on performance

appraisal and its impact on their productivity, motivation and to reduce turnover intentions to bring effectiveness in the universities.

- University make useful usage of the results of performance appraisal, also performance appraisal help employees achieve goals and ambitions at work so performance appraisal affect employees in a positive manner.
- Employees are unsatisfied regarding their position compared to the results of the performance appraisal ,because their appraisal are not followed by positive reactions or promotion or any amendments

c) Promotion & Appreciation

- Employees don't receive appreciation on their effort this result might affect the employee willingness to give and improve performance , also there is a failure in the role of managers and supervisors in the use of bonuses as an incentive for employees outstanding in their performance
- Universities lack awareness of promotion mechanisms ant its upgrades and its impact on employee motivation and performance
- In general there is disagreement on the field "appreciation and promotion" This disagreement because universities do not take into account Positive and negative incentives after the results of the performance appraisal process .
- Data compiled from employees through questionnaire revealed that universities don't designate specific incentive package for employees whose performances are rated as outstanding.
- Employees do not receive verbal incentives when they deserve or when their performances are rated as outstanding.
- Employees are not promoted for higher post based on the results of their performance.
- The personnel directive does not clearly state that employees with outstanding performance are eligible for a kind of rewards or incentives.
- There are no increment on salary tied to result of appraisals or any financial rewards which would affect performance adversely and this reflect the importance of incentives and rewards on employee motivation, productivity and motivation.

d) Compensation

- There are low level of satisfaction on compensation in universities for many reasons including: salaries system, additional benefits are unfair, and end of service benefits in the incentives law is inappropriate.
- In general, The respondents disagreed with the field "compensation" This result could have paid staff to carry out several actions such as conflicts and disputes within the organization, both among employees themselves, or between staff and management, and also the low loyalty to the organization and work degree.
- Employees neutral toward the university commitment to the privileges or indirect benefits declared" this result would lead to affect performance adversely and employee would not do their best in the work because they lack commitment from university to the privileges or indirect benefits declared

- Compensation is very important because it has great effect on employees' motivation. So, Universities should focus on the way they grant incentives and compensation and to upgrades incentives mechanisms to motivate employee.
- The rights and benefits given to employees at the end of service don't secure their future, which make employees lack stability and job security especially employee who their contracts are subject to renewal every period of time.

2. Hypotheses of Correlations and differences:

- There is statistically significant relationship between the effectiveness of performance appraisal and employee motivation in higher education institutions. In general, all the independent variables are very much correlated to the dependent variable. Hence, The more the relation is positive and active, the more there is applying for effective performance appraisal.
- There is statistically significant impact for performance appraisal on employee motivation.
- In general respondent disagree with the field (Employee motivation) this disagreement come as result to the low level of interest to the requirements of raising the efficiency of the process of evaluating the performance of employees in the Palestinian universities in Gaza Strip in order to motivate employee and to increase their productivity .
- The current performance appraisal is unsuitable as viewed by the respondents. In addition the appraisal does not help employees fulfill their ambitions and needs, neither it helps employees develop and enhance their performance.
- In the last hypothesis we assume that there are significant difference among employees regarding staff perception of the effectiveness of performance appraisal and its impact on employee motivation in institutions of higher education attributed to the personal data(age, gender, qualification, years of experience ,university...etc.). Analysis of this hypothesis revealed that there is a significant difference among age groups on performance appraisal. In gender, we also found out that there is a significant difference among employees regarding their perception of the effectiveness of performance appraisal and its impact on employee motivation in institutions of higher education. Otherwise there is insignificant difference among personal data on performance appraisal toward each field. We conclude that the personal characteristics excluding age and gender has no impact on each field.

Recommendations:

In light of the aforementioned results the researcher recommends the following, wishing from top management levels to take them into account and put them into action:

1. Fairness

- It is recommended to contribute performance appraisal system to motivate all of the employees, the system must be deeply observed the employees and recognize that they are the most important resource.. This ideology will require a continuous effort in, coaching, counseling and just, flat communications between the employees and supervisors to achieve fairness and organization success.
- It is important to use the output of performance appraisal to evaluate the transparency of the recruitment process.

- It is advisable to provide employees with feedback about their performance either through interview or through an official letter indicating the degree that the employee achieved and the consequences of this result.
- It is important to develop performance appraisal standards so that they are objective and clear and appropriate to the nature of the job to be assessed
- It is recommended to have special professional committee credible and confidence to establish performance appraisal standards characterized by objectivity and justice.

2. Satisfaction

- It is recommended to establish a post for performance appraisal officer, whose tasks include compiling and sorting data about performance appraisal, training raters and ratees on performance appraisal to ensure avoiding some of the mistakes, coordinating with the administration in regard to the proper utilization of performance appraisal output, and liaison with training officer in regard to conducting training courses for employees.
- It is advisable to update the current performance appraisal and replace it by other that can truly measure the performance of employees.
- It is important to train raters and ratees on performance appraisal system so that employees feel satisfied on the result of the appraisal.

3. Promotion & Appreciation

- It is recommended to create a system of incentives so that the performance appraisal process does not become a routine operation annually and it will lose its luster with the passage of days, and this needs to find standards of justice and objectivity appear in the performance appraisal process so that the rewards go to those who deserve it.
- It is advisable to give periodically promotions to employees to keep their moral high and stimulate employees to do their job effectively and efficiently.
- It is important to develop a manual for performance appraisal at universities and stating clearly the package of incentives assigned for outstanding performance employees and the disciplinary measures that might be taken against employees when the performance is rated as poor.
- It is recommended to increase and diversify the performance appraisal incentives in order to motivate employees.
- It is advisable to honor employees whose performance is rated as outstanding by holding celebrations and distributing the incentives on them before their colleagues.
- It is recommended to raise the level of awareness of the importance of the process of performance appraisal and their impact on material incentives and bonuses .
- It is advisable to carry out additional research to gain a continuous view, insight and knowledge of what motivates employees to perform best on their job
- It is important to focus on appreciation and promotion, which leads to better achievement for goals and values, implementing them in right manner and improve employees' performance.
- It is advisable to make increments in salaries, recognition, appreciation about work, give periodically promotions to employees in order to keep their moral high and stimulate employees to do their job effectively and efficiently.

4. Compensation

- It is recommended to work to increase the effectiveness of the financial compensation system by reviewing and evaluating applications, mechanisms and systems related to the job, salary, promotions, bonuses and benefits associated with the end of service and retirement in order to avoid conflicts and disputes within the organization, both among employees themselves, or between staff and management
- It is important to make continuous development in accordance with compensation mechanisms to achieve job satisfaction and increment of performance level and productivity.
- It is advisable to work on granting employees bonuses and other benefits in exchange for their efforts to be fair with the employees and encourage them to do their best .
- It is recommended to increase the interest of personnel management in compensation mechanisms and application to ensure commitment to the privileges or indirect benefits declared to encourage employees to do their best .

Suggested Further Studies

The followings are suggested related topics that other researchers can be benefited from it:

1. Relationship between performance appraisal system and material and moral incentives system and up to what extent is applied in universities.
2. A comparative study between the performance appraisal models used in the Palestinian universities in the Gaza Strip .
3. Relationship between the of performance appraisal criteria and the performance development of employees

References

- **The Holy Quran**
- **Text Books**
- **Article and Thesis**
- **Websites**

References

1. The Holy Quran

2. Text Books

- Armstrong, Michael, (2006) *Handbook of Human Resources Management Practice* (10th Edition), London, GBR: Kogan Page, Limited.
- Deb, T.(2009) *Performance Appraisal And Management* (first edition).Anurag gain for excel books.India
- George, D. and Mallery P. (2006). *SPSS for Windows Step by Step*. A Simple Guide and Reference, page 231. Allyn and Bacon, Boston, MA, USA
- Henry C. Thode, Jr. (2002). *Testing for Normality*. New York: Marcel Dekker, Inc. p. 479. ISBN 0-8247-9613-6.
- Ken Lloyd. (2009). *Performance Appraisal & Phrases for Dummies*. Canada: Wiley PUBLISHING Inc.
- Lussier, R. N., & Hendon, J. R. (2012). P *Human Resource Management: Functions, Applications, and Skill Development* (p. 712). USA: SAGE Publications, Inc.
- Maddux B. Reobert. (2000). *Effective Performance Appraisal* (4th Edition): Crisp 50 Minutes Book. Menlo Park, CA, USA: Course Technology Crisp
- Mondy, R. W. (2012). *Human Resource Management* (12th edition ed.). Boston: Prentice Hall.
- R. Wayne Mondy and Robert M. Noe. (2005). *Human Resource Management* (9th edition). Pearson Education, Inc, USA.
- Sims, R. R. (2008). *organizational success through effective human resource management*. London: Quorum Books.

3. Articles and Thesis

- Abbas, M. Z. (2014). Effectiveness of performance appraisal on performance of employees. *IOSR Journal of Business and Management*, 173-178.
- Abu Watfa,M. (2002). *The fact of professional growth for faculty members at the Islamic University*. Islamic University of Gaza.-Master Thesis
- Abu-Musa, J. (2008) . *UNRWA's Area Staff Satisfaction on Performance Appraisal System and its Incentives* .Gaza Field Office - Master Thesis
- Abu-Ross, S., & Madi, K. (2011). Palestinian universities attention toward raising the efficiency of performance appraisal system for employee. *Humanitarian Studies Series*, pp. 1179-1212.

- Afsharnejad, A., Maleki, M. (2013). *Performance Appraisals Impact on Attitudinal Outcomes and Organizational Performance*. Iran.
- Akinbowale, M. A., Jinabhai, D. C., & Lourens, M. E. (2013). *The Impact of Performance Appraisal Policy on Employee Performance*. Italy: MCSER.
- Al-Aqsh,A.(2007). *Incentives and rewards and its impact on improving the functionality in the ministries of the Palestinian Authority in the Gaza Strip System-Master Thesis*
- Al-Hagar ,R.(2004). *University performance evaluation from the viewpoint of the academic at the University of Al-Aqsa members in the light of the concept of quality management* .Al-Aqsa University Magazine, a series of Humanities,203-240
- Al-Nouno, N. (2004). *Performance Appraisal Policies in the Higher Education Institutes in Gaza Strip-Master Thesis*
- Androniceanu, A. (2009). New Public Management Model Based On An Integrated System Using The Informational And Communication Technologies. *Administration and Public Management Review*, 13, 13-25
- Awad,T. (2005) . *Evaluating the Performance Appraisal System of PNA in Gaza Strip at The Islamic University- Master Thesis*
- Awwan, A. G., Hassan, J., & Shahid, P. (2014). Relationship Between Employees Motivation & Customer satisfaction. *Global Journal of Human Resource Management*, 1-12.
- Bahar, Y. & Abd-Alwahed, M. (2011). *Obstacles to the performance appraisal process in governmental ministries in the Gaza Strip From the perspective of appraisee*.
- Boachie-Mensah, F. O., & Seidu, P. A. (2012). Employees' Perception of Performance Appraisal System. *International Journal of Business and Management*, 73-88.
- Boswell, W.R. and Boudreau, J.W. (2002) 'Separating the Developmental and Evaluative Performance Appraisal Uses', *Journal of Business and Psychology*, 16: 391–412.
- Cleveland, J. N., Williams, R. E., & Murphy, K. R. (1989). Multiple Uses of Performance Appraisal:Prevalence and Correlates. *Journal of Applied Psychology*, 130-135.
- Dajani,E .(2010). *Experience of the development of performance appraisal system as an entry to the development of quality in Islamic University at Gaza Strip*.
- Dwivedy, R. S. (2012). *Employee Perception Towards Performance Appraisal at Uflex limited*. India: institute of management studies.

- Edwan,I. (2006) . *The Status of Performance Appraisal Evaluation in Vocational Training Centers in Gaza Governorates in the View Point of Employees*. The Islamic University-Master Thesis .
- Elverfeldt, A. (2005). *Performance Appraisal – How To Improve Its Effectiveness*
- Fletcher, C. (2001) ‘Performance Appraisal and Management: The Developing Research Agenda’, *Journal of Occupational and Organizational Psychology*, 74.
- Fletcher, C. (2002) ‘Appraisal: An Individual Psychological Analysis’. In Sonnentag, S. (ed.) *Psychological Management of Individual Performance*. Chichester: John Wiley, pp. 115–35
- Gibbs, M., Merchant, K. A., Stede, W. A., & Vargus, M. E. (2004). *Performance Measure Properties and Incentives*. Germany: The Institute for the Study of Labor (IZA).
- Gichuhi, A. W., Abaja, P. O., & Ochieng, I. (2012). Effect of Perfomrance Appraisal on Employee Productivity. *Asian Journal of Business and Management Sciences*, 42-58.
- Ikemefuna, C. O. (2012). Workers` Perception Toward Performance Appraisal in Selected Public and Private Organization. *International Journal of Human Resource Studies*, 80-97.
- Ikramullah, M., Shah, B., Hassan, F. S., Zaman, T., & Khan, H. (2011). Fairness Perceptions of Performance Appraisal System: An Empirical Study of Civil Servants in District Dera Ismail Khan. *International Journal of Business and Social Science*, 92-100.
- Irvine, E. P. (2003). Key Features of Appraisal Effectiveness. *The International Journal of Educational Management*, 254–261.
- Kamphorst, J. J., & Swank, O. H. (2012). *The Role of Performance Appraisals in*. Amsterdam: Tinbergen Institute.
- Karimi, R., Malik, M. I., & Hussain, S. (2011). Examining the Relationship of Performance Appraisal System and Employee Satisfaction. *International Journal of Business and Social Science*, 243-247.
- khan, M. F. (2013). Role of Performance Appraisal System on Employees Motivation. *IOSR Journal of Business and Management*, 66-83.
- Kirstein, M. (2010). *Importance Of Motivation Factors Among Future Business Persons*
- Ma`shar, Z. ,Tarawna, M. (2012). *The Influence Of Performance Appraisal System Objectivity On Organizational Trust at Jordan*.
- Madi,KH. (2011). *Impediments to assess the performance of employees in the Palestinian universities and ways to treatment at Gaza strip-Master Thesis*.

- Malik, M. S. (2013). Performance Appraisal and Employee's Motivation. *Pakistan Journal of Social Sciences*, 179-189.
- Manzoor, Q.-A. (2012). Impact of Employees Motivation on Organizational Effectiveness. *European Journal of Business and Management*, 2222-1905.
- Mehta, A. K. (2014). *Impact of Performance Appraisal System on Employee Motivation*. India: Abhinav Publication.
- Mugobo. (2013). The Impact of Employee Motivation On Organisational Performance. *The International Journal Of Engineering And Science (IJES)*, 70-80.
- Ndirangu, L. N., & Ngari, J. M. (2014). Effects of Performance Appraisal Quality on. *International Journal of Scientific Engineering and Research*, 2347-3878.
- Ngima, W. M., & Kyongo, J. (2013). Contribution of Motivational Management to Employee Performance. *International Journal of Humanities and Social Science*, 219-239.
- Othman, Ayoub (2003). Critical Reading in the Higher Education Act in Palestine, studies and reports
- Philips,K., Kaia,K. (2004). *Faculty of Economics and Business Administration : a self-evaluating look*. Tartu: Tartu University Press
- Puckett,R.P.(2005). *How to Deliver an Effective performance appraisal* . Florida
- Rizal, M., Idrus, M. S., Djumahir, & Mintarti, R. (2014). Effect of Compensation on Motivation, Organizational. *International Journal of Business and Management Invention*, 64-79.
- Saeed, R., Lodhi, R. N., Iqbal,, A., Munir, M., Sandhu, M. A., & Amin, A. (2013). Interactive Effects of Performance Appraisals on. *Middle-East Journal of Scientific Research*, 1369-1375.
- Salleh, M., Amin, A., Muda, S., & Halim, M. A. (2013). Fairness of Performance Appraisal and Organizational Commitment. Malaysia: *Canadian Center of Science and Education*.
- Shahab, A. (2009). *Effective Performance Appraisal System and Its Role In The Development Of Institutional Work-Master Thesis*.
- Shourab, b.(2007). *Evaluating the Effect of Incentives System on Employees Performance Level in the Large Municipalities of Gaza Strip. The Islamic University -Master Thesis*
- Tam, J. (2005). Performance Appraisal: From Appreciation to Dismissal. *Management of Libraries & Information Centers*.

- Türk, K., Roolaht, T.,(2007). Appraisal and Compensation of The Academic Staff in Estonian Public and Private Universities: A Comparative Analysis
- Walsh, M. (2003). Perceived Fairness of and Satisfaction With Employee Performance Appraisal.

4. Website

- Al-Aqsa University - Gaza Website (2015). <http://www.alaqsa.edu.ps> [site visited: 11 August 2015].
- Al-Azhar University - Gaza Website (2012). <http://www.alazhar.edu.ps> [site visited: 11 August 2015].
- Islamic University - Gaza Website (2012). <http://www.iug.edu.ps> [site visited: 11 August 2015].
- Kalyanasundaram, K. (2014, September 19). *http://blog.synergita.com/*. Retrieved October 21, 2015, from Synergita : <http://blog.synergita.com/2014/09/employee-appreciation-the-wonder-medicine-for-good-employee-performance>

Annexes

- **Annex (1): List of Referees**
- **Annex (2): Questionnaire**
- **Annex (3): Questionnaire in Arabic Language**

Annex (1): List of Referees

No.	Referee Name	Place of Work
1.	Dr. Akram Samour	Islamic University of Gaza
2.	Dr. Wasim Al-Habil	Islamic University of Gaza
3.	Dr. Yossef Bahar	Islamic University of Gaza
4.	Dr. Samir Safi	Islamic University of Gaza
5.	Dr. Yousef Ashour	Islamic University of Gaza
6.	Dr. Mohamed Fares	Al Azhar University
7.	Dr. Wafeq Al Agha	Al Azhar University
8.	Dr. Nehaya El Telbnay	Al Azhar University
9.	Dr.Nabell Al-louh	Management & Politics Academy
10.	Dr.Mohammed Al-Madhoon	Management & Politics Academy

Annex (2): Questionnaire



**Islamic University of Gaza
Postgraduate Deanship
Faculty of Commerce
Business Administration Department**

Dear Employees,

This questionnaire is a research tool designed specifically to complete the requirements of a master degree in business administration which its title is: **“Perception of Employees about Effective Performance Appraisal and Its Impact on their motivation”**. Its goal is to know the importance of effective performance appraisal and its effect on employee’s motivation.

I hope to get required data through filling out the questionnaire by placing (X) in the answer box that goes with your choice. Knowing that all the collected data will be used for research purposes only.

Thanking you for your cooperation

**The Researcher
Samar A.Jebreel**

First: Personal Information

1. Age :

Less than 30 30 to less than 40 40 and more

2. Sex:

Male Female

3. Marital status:

Married Single Divorced widower

4. Job level

Dean Dean assistant Manager Head of department
 Other

5. Educational Degree:

Diploma and less Bachelor Master PhD

6. Years of Experience:

less than 5 years 5 to less than 10 years 10 to less than 15 years
 15 years and more

7. University:

Islamic Al-Azhar Al- Aqsa

Secondly: Variables Affecting Performance Appraisal						
1. Fairness						
#	Sentence	Strongly Agree	Agree	Neutral	Disagree	Totally Disagree
1.	Current performance appraisal characterized by justice					
2.	The current performance appraisal model can assess the employee to identify the strengths and weaknesses he has.					
3.	The current performance appraisal model measures the actual employee capabilities					
4.	Employee and his direct boss informed about performance standards in the model.					
5.	Numerous models are used to collect private information on employee performance appraisal.					
6.	Appraisal standards focus on the appraisal outcomes and its objectives					
7.	Each function and level of administrative has specific and well-known performance criteria					
8.	Performance criteria used by the university capable of measuring employee performance effectively.					
9.	The University from time to time amend the standards of performance in accordance with the requirements and conditions of work.					
10.	There is a committee from within the university administration is involved in the identification and development of standards of performance.					
11.	There is direct control on the president during the evaluation involve higher Parties (Evaluation Committee).					
12.	When feeling injustice, a committee forms to discuss and review with the higher authorities to take action on the complaint in the evaluation process.					
2. Job Satisfaction						
#	Sentence	Strongly Agree	Agree	Neutral	Disagree	Totally Disagree
1.	I feel satisfied about the current performance appraisal model					
2.	I feel satisfied about the performance of my manager in the filling of my performance appraisal model					
3.	I feel satisfied about the university usage of the results of performance appraisal					
4.	I feel that the performance appraisal model achieves purpose for which it was designed for					
5.	Performance evaluation helps to achieve my goals and my ambitions at work					
6.	Performance appraisal helps to improve and develop my performance					
7.	Satisfaction on performance appraisal affect my performance in a positive way.					
8.	Satisfaction on performance appraisal leads to make me an active participant in the organization.					
9.	I feel that the effort made is appraised in a satisfactory manner					
10.	I feel satisfied about the efficiency of staff on the process of performance appraisal.					

11.	I feel good about my position compared to the results of the performance appraisal.					
Appreciation and Promotion						
#	Sentence	Strongly Agree	Agree	Neutral	Disagree	Totally Disagree
1.	The rate of increase that occur on my salary tied to the results of the appraisal					
2.	The University offers financial rewards to employees with high estimates					
3.	I feel satisfied about promotions granted and the time obtained					
4.	I get praise and appreciation by my direct supervisor when I got my high evaluation result.					
5.	Evaluation process provides objective grounds to upgrade employee					
6.	University seeks to upgrade promotion mechanisms to be more appropriate to the system of incentives for workers					
7.	The management honored the owners of high staff estimates					
8.	Incentives offered by the university help to improve the performance of staff					
9.	My direct manager appreciate my efforts and perseverance in work					
10.	Appreciation and mutual respect relations prevail between superiors and subordinates at work.					
11.	university often organize entertainment and social activities for all employees					
12.	Employee feel the importance of incentives and rewards provided by the university as a result of performance appraisal.					
3. Compensation						
#	Sentence	Strongly Agree	Agree	Neutral	Disagree	Totally Disagree
1.	The salary for my return , pushing me to improve my performance appraisal					
2.	I see the end of service benefits in the incentives law is appropriate.					
3.	From my point of view salaries system and additional benefits are fair					
4.	The end service rights are a appropriate for all job categories					
5.	Motivation to work out how much your sense of justice depends comparison between compensation you get and what others get in work					
6.	The university is committed to the privileges or indirect benefits declared.					
7.	Health insurance provided by the university provide suitable services for employee					
8.	The rights and benefits given to employee at the end of service secure his future and provide him a decent life, which motivate employee to improve the level of performance.					
9.	Indirect compensation (health insurance, salaries, end of service benefits, etc) to increase the efficiency of workers and improve the performance of their business.					
10.	The university track methods and mechanisms for the granting of indirect compensation to suit the job performance.					
11.	Ensure obtaining health insurance motivates employees to improve performance.					

Third: Employee Motivation						
#	Sentence	Strongly Agree	Agree	Neutral	Disagree	Totally Disagree
1.	I think that the results of performance appraisal is a standard for granting incentives					
2.	I find that the positive performance appraisal motivates and pushing me to work efficiently					
3.	I'm interested in the results of the performance appraisal because it gives incentives					
4.	senior management at the University Link between incentives and results of performance for the employee					
5.	I feel that justice prevail in the university system of incentives					
6.	I feel satisfied about bonuses and increments that are added to the salary per year					
7.	I think that the nature of the promotion or risk encourage me to perform better					
8.	My job helps me to gain new skills and capabilities					
9.	My job offers me the potential for creativity and excellence in the work					
10.	I think that my salary Suits the effort that it takes work.					
11.	I feel justice and objectivity of the incentive system in light of the results of performance appraisal					
12.	Given the way in which the incentives are granted its subject to clear and specific standards					
13.	The results of performance appraisal encourage me on the competition and career advancement					
14.	Learned from the process of performance appraisal in improving working conditions					
15.	Employee are keen to do their work diligently serve this university.					



الجامعة الإسلامية - غزة
عمادة الدراسات العليا
كلية التجارة
قسم إدارة الأعمال

السادة الموظفين الكرام
تحية طيبة وبعد،

الاستبانة التي بين أيديكم هي أداة الدراسة لاستكمال متطلبات درجة الماجستير في إدارة الأعمال،
وعنوانها

"ادراك الموظفين لفعالية تقييم الاداء وتأثيره على تحفيزهم في مؤسسات التعليم العالي " والتي تهدف
الى معرفة اهمية فاعلية تقييم الاداء وتأثيرها على تحفيز الموظفين.

لذا أرجو من سيادتكم بالمساعدة في الحصول على المعلومات والبيانات المطلوبة من خلال وضع إشارة
(X) في المربع الذي يوافق خياركم. مع العلم بأن كافة المعلومات التي سيتم الحصول عليها ستستخدم
لأغراض البحث العلمي فقط.

شاكراً لكم حسن تعاونكم

الباحثة:

سمر عادل جبريل

أولاً: البيانات الشخصية

8. العمر:

أقل من 30 30-أقل من 40 40 فأكثر

9. الجنس:

ذكر أنثى

10. الحالة الاجتماعية:

متزوج أعزب مطلق أرمل

11. المستوى الوظيفي:

نائب رئيس عميد مدير مساعد مدير رئيس قسم اخرى

12. المؤهل العلمي:

دبلوم فما دون بكالوريوس ماجستير دكتوراة

13. سنوات الخدمة:

أقل من 5 سنوات 5-أقل من 10 سنوات 10 - أقل من 15 سنة 15 سنة فأكثر

14. الجامعة:

الاسلامية الأزهر الأقصى

ثانيا: المتغيرات المؤثرة على تقييم الاداء

4. العدالة

					العبارة	#
موافق بدرجة قليلة	حدا	موافق بدرجة قليلة	متوسطة	موافق بدرجة كبيرة	حدا	
						1. يتميز نموذج تقييم الأداء الحالي بالعدالة.
						2. يمكن نموذج تقييم الاداء الحالي الموظف من التعرف على مواطن القوة والضعف لديه.
						3. نموذج تقييم الاداء الحالي يقيس قدرات الموظف الفعلية.
						4. الموظف ورئيسه المباشر على اطلاع بمعايير الأداء الموجودة في نموذج التقييم.
						5. يتم استخدام نماذج متعددة لجمع معلومات خاصة بالموظف عن تقييم أدائه.
						6. تركز معايير التقييم على نواتج العمل وأهدافه.
						7. يتوفر معايير أداء محددة ومعروفة لكل وظيفة ومستوى إداري.
						8. معايير الأداء التي تستخدمها الجامعة قادرة على قياس أداء الموظف بشكل فعال.
						9. تقوم الجامعة من وقت إلى آخر بتعديل معايير الأداء بما يتوافق مع متطلبات وظروف العمل.
						10. هناك لجنة من داخل الجامعة تشارك الإدارة في تحديد ووضع معايير الأداء.
						11. يوجد رقابة على الرئيس المباشر عند التقييم بإشراك أطراف أعلى (لجنة تقييم).
						12. عند الشعور بالظلم تشكل لجنة للبحث والمراجعة مع الجهات العليا لاتخاذ ما يلزم بشأن التظلم في عملية التقييم.
2. الرضا الوظيفي						
						1. أشعر بالرضا عن نموذج تقييم الأداء الحالي.

					2. أشعر بالرضا عن أداء مديري في تعبئة نموذج التقييم لأدائي.
					3. أشعر بالرضا عن استخدامات الجامعة لنتائج تقييم الأداء.
					4. أشعر ان نموذج تقييم الأداء يحقق الغرض الذي صمم من اجله.
					5. يساعد نظام تقييم الأداء على تحقيق طموحاتي واهدافي في العمل.
					6. نظام تقييم الأداء يساعد على تحسين وتطوير أدائي.
					7. يؤثر الرضا عن تقييم الاداء على أدائي كموظف بشكل ايجابي.
					8. يؤدي الرضا عن تقييم الاداء الى جعلي مشاركا نشطا في المؤسسة.
					9. اشعر بأن الجهد المبذول يقيم بطريقة مرضية.
					10. اشعر بالرضا عن كفاءة الموظفين القائمين على عملية تقييم الاداء.
					11. اشعر بالرضا عن مكانتي الوظيفية مقارنة بنتائج تقييم الاداء.
3. التقدير والعلاوات					
					1. نسبة الزيادة التي تطراً على راتبي مرتبطة بنتائج التقييم.
					2. تقدم الجامعة مكافآت مالية للموظفين ذوى التقديرات العالية.
					3. اشعر بالرضا عن الترقيات الممنوحة ووقت الحصول عليها.
					4. احصل على الثناء والتقدير من قبل رئيسي المباشر عند حصولي على نتيجة تقييم مرتفعة.
					5. توفر عملية التقييم أسس موضوعية لترقية العاملين.
					6. تسعى الجامعة إلى تحسين آليات الترقية لتحسين نظام الحوافز الملائم للعاملين
					7. تقوم الإدارة بتكريم الموظفين اصحاب التقديرات العالية.
					8. الحوافز التي تقدمها الجامعة تساعد على الارتقاء بأداء الموظفين.
					9. يقدر مديري المباشر جهودي ومثابرتي في العمل.
					10. تسود علاقات التقدير والاحترام المتبادل بين الرؤساء والمرؤوسين في العمل.
					11. غالباًما تنظم الجامعة أنشطة ترفيهية واجتماعية لكافة العاملين فيها.
					12. يشعر العاملون بأهمية الحوافز والمكافآت المتاحة بالجامعة نتيجة

					تقييم الاداء.
4. التعويض					
					1. إن الراتب المقابل لجهودى يدفعني لتحسين أدائي الوظيفي.
					2. أرى أن نظام مكافأة نهاية الخدمة في قانون الحوافز مناسب.
					3. من وجهة نظري نظام الرواتب والمزايا الإضافية عادل.
					4. حقوق نهاية الخدمة ملائمة لكل الفئات الوظيفية.
					5. يعتمد الدافع للعمل على مدى إحساسك بالعدالة بمقارنة بين ما تحصل عليه من تعويضات وما يحصل عليه الآخرون في العمل.
					6. الجامعة تلتزم بالمزايا او المنافع غير المباشرة المعلنة.
					7. يوفر التأمين الصحي الذي تقدمه الجامعة خدمات مناسبة للموظف.
					8. الحقوق والمزايا المعطاة بنهاية الخدمة للموظف تؤمن له مستقبل وحياة كريمة مما يحفزه على تحسين مستوى الاداء.
					9. تعمل التعويضات غير المباشرة (تأمين صحي, رواتب, مكافأة نهاية الخدمة, الخ....) على زيادة كفاءة العاملين وتحسين مستوى أدائهم لأعمالهم .
					10. تتبع الجامعة آليات وطرق لمنح التعويضات غير المباشرة بما يناسب الأداء الوظيفي.
					11. ضمان الحصول على التأمين الصحي يحفز الموظفين على تحسين الاداء.
ثالثا: تحفيز الموظفين					
					1. يحرص الموظفون على اداء عملهم بانتقان وتفاد لخدمة هذه الجامعة.
					2. أجد أن تقييم الأداء الإيجابي يحفزني ويدفعني للعمل بكفاءة.
					3. اهتم بنتائج تقييم الأداء لأنه يمنح الحوافز.
					4. تربط الإدارة العليا في الجامعة بين الحوافز ونتائج تقييم الأداء للموظف.
					5. أشعر أن العدالة تسود نظام الحوافز في الجامعة.
					6. أشعر بالرضا عن العلاوات والزيادات التي تضاف لراتبي سنويًا.

					7. أعتقد أن علاوة طبيعة العمل أو المخاطرة تشجعني لأداء أفضل.
					8. تساعدني وظيفتي على اكتساب مهارات وقدرات جديدة.
					9. وظيفتي توفر لي فرص الابداع والتميز في العمل.
					10. أعتقد أن راتبي يتناسب مع الجهد الذي يتطلبه العمل.
					11. أشعر بعدالة وموضوعية نظام الحوافز في ظل نتائج تقييم الاداء.
					12. الطريقة التي تمنح بها الحوافز تخضع لمعايير واضحة ومحددة.
					13. نتائج تقييم الاداء تشجعني على المنافسة والتقدم الوظيفي.
					14. يستفاد من عملية تقييم الاداء في تحسين ظروف العمل.
					15. اعتقد أن نتائج تقييم الاداء هو معيار لمنح الحوافز.