Factors affecting the performance evaluation of the employee Abadan Refinery

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ABSTRACT

Performance appraisal is a method of evaluating the behavior of employees in the work sport; normally it includes both quantitative and qualitative aspect of job performance. The purpose of this study is to investigate the factors that have hindered the implementation and acceptance of performance appraisal in the public service organizations with particular reference to the employees of the Teachers Service Commission. Every organization has its ultimate aim to achieve set goals and objectives. In pursuit of these goals and objectives, efficiency and effectiveness are closely monitored in utilization of both human and non-human resources.

The scope of this study is only Abadan refinery employees (clerks). The factors such as performance standards, time, evaluation system process and feedback altogether are affecting on the performance evaluation of the organization. Abadan refinery has 2400 employees. The researcher has been used random layered sampling from which 335 samples were obtained.

The design will be researched in nature and data will be collected by use of questionnaire, both structured and unstructured. The questionnaires will be distributed to the target group, completed and collected for data analysis.

The researcher will analyze the data by use of frequency distribution, cross tabulation and chi squared to arrive at pragmatic recommendations. Statistical package SPSS will be used.

KEYWORD
Performance evaluation · Abadan Refinery · Employee performance

INTRODUCTION

The organizations claim that providing appropriate The main reasons of this dissatisfaction are the factors including the complexity of the evaluation process and the shortcomings in the system of comprehensive evaluation. But the organizations as social beings necessarily require a rule to assess their employees' competencies. To retest and measure the performance of each system after an appropriate period to ensure the performance and its effectiveness and also removing the obstacles and unseen difficulties are necessary. Evaluating employee performance is a very difficult task for evaluators, because evaluated persons are usually optimistic to the impact of evaluation results and aware of their impacts on their future progress. This makes it difficult to assess and existing types of the structural problems that causes doubts about the fairness of this process (Nduku, 2005).

Several reasons have been given for evaluating employees' performance. First among them is that the employer is still benchmark of pay and advertisement decisions on the employees assessment, from a practical viewpoint. Another reason is that the evaluation plays an essential role in employee performance management process. It is good for employer to do strategic objectives to specific employees targets have little to base on performance evaluation. Performance evaluation also allows employers and employees to develop a plan for correcting any deficiencies and to strengthen the things which the function of orientation is doing. (Dessler, 2008).

However, it is important that implementation of goals are clear for involved parties. The aim should be provided clear to subordinates. If the purpose of the evaluation of implemented systems is uncertain, the consequences may be in the way of individual’s perception to run it (Odhiambo, 2005).

STATEMENT OF THE PROBLEM AND RESEARCH OBJECTIVES

The created by the employees is very important (noo, 2000). Most managers and employees don’t like performance evaluation because of lacking the ongoing investigation, lack
of employees involvement and lack of recognition for good performance (Bernardin, 1993).

Employees scare from performance evaluation, they fear that become victim of management and argue that evaluators use their subjectivities and favoritism. Sometimes evaluators don’t like evaluation, and if possible, resist upon it that it often leads to incorrect and insufficient evaluations. For example, they may assume that it takes so much for them. is a major part of performance evaluation. The resistances are due to the conflict between the organization goals, objectives, and between individuals and between individuals and the organization's goals that conflict between the individual goals of and organization goals is a major one. (Khadem and Hajiabady, 1387)

Refinery employees complain that they did not receive feedback and if any, it takes so much time to present such that the employees forgot that they’re evaluated or not and evaluation is done unfairly and with predilection. Refinery employees complain that their performance evaluation is unfair and their efforts have been rewarded or they have not been promoted and with unfair evaluation, their opportunities for career advancement are delayed from several months to a year. By this process, the current evaluation of employee productivity is reduced due to their inappropriate performance evaluation and individuals don’t perform sufficiently and merit as Abadan refinery deserves. In this study, an attempt has been done to improve how to evaluate performance to achieve high employee’s performances. Therefore, the researcher will investigate factors affecting the performance evaluation in Abadan refinery.

**THE OVERALL STRUCTURE OF THE ARTICLE RESEARCH HYPOTHESES**

In order to explain the research problem and achieve research the objectives, its hypotheses are proposed as follows in fig1


H3: The effect of performance standards on evaluate performance

H4: The effect of feedback on performance evaluation.

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**CALCULATION OF SAMPLE SIZE**

The needed sample size of the studied population was obtained using Morgan table. In this research, a total of 335 views have been examined. Sampling method was multistage cluster sampling one.

**METHODOLOGY**

The population of this study includes all refinery employees. Due to limitation of population, the sample size will be set based by Cochran formula at 95% confidence level and 50%, 50% consent ratio and 5% error percentage. The sampling method in this study is simple random sampling. Data analysis method in each study is selected based on question structure, hypotheses, data nature and objectives of the research. All data collected will be transferred to the SPSS software after collecting study data, in this study and descriptive statistics will be used for the production of tables and graphs to describe resulted population. The research data analysis method to answer questions and test hypotheses is average test (student t) and the binomial distribution test. Examples of each department were interviewed. Researcher has used the classified random sampling to achieve the desired sample of subgroups in the population. The sample was selected from a total population of 138 people.

**DATA ANALYSIS**

Collected was analyzed using descriptive statistics like, tables, frequencies, percentages, pie charts and graphs using measures of central tendency.

The age of the respondents ranges from 18 years to above 45 years, with most of them (42.4% and 34.7%) aged between 27-35 years and 36-44 years respectively. 14.1% of them were above 45 years and a small percentage of 8.8% of the respondents were between 18-36 years. This indicates a situation where majority of the employees are between the ages of 27-44.

From the analysis, 30.0% of the respondents were in finance or accounts department, while 29.4% were in Human Resource Management department. 24.7% and 15.9% were in administration and staffing departments respectively. This is an indication that most of the employees are in the administration and finance departments.

While 53.5% of the respondents were Certificate holders, 18.2% were Diploma holders. Degree and Masters Holders were 32.4% and 5.9% respectively.

**APPRAISAL**

All the respondents (100%) indicated that they have been appraised. The organization is concerned with employee monitoring and evaluation since all of their employees have been appraised.
SATISFACTION WITH APPRAISAL

Majority of the respondents (75.9%) indicated that the appraisal was on the basis of planned work targets, whereas 24.1% of them indicated that it was based on emerging work during the period under review. This shows that much emphasis should be put on appraisal base set targets. While only 38.2% of the respondents were satisfied with the appraisal, 61.8% indicated that they were not satisfied.

PERFORMANCE APPRAISAL

PROCESS PERFORMANCE EVALUATION

Regarding the opinion that employees are satisfied with the way performance appraisal is conducted, only 8.8% of the respondents strongly agreed while 34.1% agreed. 40.6% disagreed while 10.0% strongly disagreed.

STANDARDS

Regarding the opinion that employees/appraisee are involved in setting targets/standards, 10.0% of the respondents strongly agreed while 17.1% agreed. 28.8% and 10.6% of the respondents disagreed and strongly disagreed respectively.

FEEDBACK AFTER EVERY EXERCISE

While 26.5% of the respondents agreed and 37.6% strongly agreed to the opinion that the appraisers always get feedback after every performance appraisal exercise, 7.6% disagreed and 5.9% strongly disagreed.

TIME ALLOCATION

60.0% of the respondents strongly agreed that the process of performance appraisal is allocated enough time. 234.1% however, disagreed while 13.5% disagreed strongly. In Table 1, we described the descriptive Statistics.

To collect information and data, the standard questionnaires have been used. This questionnaire has a Likert five-factor scale range. To measure the variables of the study, standard indicators have been used and to measure the credibility of the message source, 15 questions have been used. These questions have been purchased from the available websites. Data analysis tool is SPSS software 20 that it uses the multivariate regression method and correlation. To identify Cronach's alpha and research description data, SPSS version 20 has been used. To estimate the reliability and validity, scientific methods were used. In order to assess the validity of the questionnaire after the library studies, concepts and key variables used in the Paul (2011) and Kelly (2011) study, became the native appropriately and then for validity confirmation, they were given to the experts and approved by them. In order to measure the reliability, Cronach's alpha was used that total Cronach's alpha for the questionnaire items are 0.69 and because this value was greater than 0.5, therefore it has suitable reliability. In Table 2, we described the Assess the reliability and validity.

Tab2. Assess the reliability and validity

<table>
<thead>
<tr>
<th>Performance evaluation</th>
<th>feedback</th>
<th>standard</th>
<th>process</th>
<th>time</th>
<th>Variable</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>99%</td>
<td>70%</td>
<td>50.5%</td>
<td>50.7%</td>
<td>56%</td>
</tr>
</tbody>
</table>

Tab3. Multi Variable Regression Test Coefficients

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>-.811</td>
<td>.453</td>
<td>-.1790</td>
<td>.077</td>
</tr>
<tr>
<td>feedback</td>
<td>1.012</td>
<td>.039</td>
<td>.786</td>
<td>25.949</td>
</tr>
<tr>
<td>time</td>
<td>.423</td>
<td>.053</td>
<td>.272</td>
<td>7.982</td>
</tr>
<tr>
<td>process</td>
<td>.075</td>
<td>.040</td>
<td>.057</td>
<td>1.875</td>
</tr>
<tr>
<td>standard</td>
<td>.009</td>
<td>.042</td>
<td>.005</td>
<td>.206</td>
</tr>
</tbody>
</table>

Tab4. The results of the research hypotheses

Tab1. Descriptive Statistics

<table>
<thead>
<tr>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>feedback</td>
<td>335</td>
<td>11.00</td>
<td>14.00</td>
<td>13.0870</td>
</tr>
<tr>
<td>time</td>
<td>335</td>
<td>8.00</td>
<td>12.00</td>
<td>10.6667</td>
</tr>
<tr>
<td>process</td>
<td>335</td>
<td>8.00</td>
<td>13.00</td>
<td>10.3406</td>
</tr>
<tr>
<td>standard</td>
<td>335</td>
<td>9.00</td>
<td>12.00</td>
<td>11.0362</td>
</tr>
</tbody>
</table>

Valid N (listwise) | 335 |

Results of hypotheses | sig | Hypotheses |
|---------------------|-----|------------|
| reject | 0.064 | H1: The effect of performance appraisal process on performance evaluation.
CONCLUSION

Researches carried out have shown the great importance concerning performance appraisal. According to a survey carried out by Hays and Kearny (2001) performance appraisal in current and future in the public sector will not diminish. Formal systems for appraising performance are neither worthless nor evil. By improving the probability that good performance will be recognized and rewarded and poor performance corrected a sound appraisal system can contribute both to organizational morale and organizational performance. Moreover, the alternative to a bad appraisal program need not be no appraisal at all. It can and ought to be a better appraisal program.

Accordingly, that researcher which has found that about the factors affecting the performance evaluation in the refinery, little research has been done, he/she intends to do this study. The aim of this study was considered to assess the factors affecting the performance evaluation and the way employees behave towards performance evaluation, understand it and respond to it, it determines the review of future employees careers, decisions to pay, promotions, training and development decisions. Among the research hypotheses, two items, feedback hypothesis and performance evaluation time were accepted, i.e. they influence on the performance evaluation and two other hypotheses that are performance evaluation standards and performance evaluation process were rejected and the whole process of performance evaluation was not satisfied.

REFERENCES
