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Performance appraisal and a field study

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Abstract

Performance is a systematic management process. In order the process to be successful, the management ought to adopt a strong administrative mentality. During this process, the phases of planning, appraisal and development to be actuated significantly. Strong human resources in the managements can only be achieved through a strong performance appraisal. In today's competitive markets, when the performance appraisals of the managements are oriented to the marketing and the sales, the motivation of the employees will be focused on the profit targets. Here, the most significant variables e.g. "time, amount, quality, costing, health and security standards" shall be implemented according to the requirements of the performance management systems and organisations. The purposes, the principles, the traditional and contemporary methods of the performance appraisal methods have been examined in the theoretical section of the study. The employee and customer satisfaction has been measured in the implementation section of the survey, which comprises a customer satisfaction survey conducted in the scope of a performance appraisal system on the employees of an airport management. Furthermore, the survey also comprises the satisfaction degree in respect to the employee education and the impacts to the degree of the customer satisfaction. Hence the contribution of the education process to the employee behaviour has been provided. The questionnaire articles of the study has been prepared, the responses obtained, their assortment done, passed through the statistical programs and SPSS for Windows 15.0 program has been utilised for the obtained findings. Descriptive statistical methods (e.g. frequency, average, standard deviation) has been utilised during the appraisal of the data. Results and proposals are brought forward by the matched t-test, independent sample t-test, anova, pearson and correlation used as the hypothesis tests.

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1. Introduction

Lately, the changing economical conditions, the high-speed acceleration of the globalisation, constantly changing technology, self-awareness of the consumers and nonetheless the concept of quality gaining importance are the most significant impacts, which increased and strengthen the competition in the markets. Especially, another development causing some structural and managerial changes in the businesses are being experienced in the field of the information technologies. It is much easier to reach the information through the information technologies and the usage of the information enhances. Therefore, the managements have been the first affected by these developments and nowadays the information became a major advantage of competition for the businesses. However, it is also observed that the businesses merely reach to these information and/or use the advanced technologies is not sufficient for this competition advantage to be continuous. Because, in order to achieve a competition advantage, it is now understood that the production of the information to be in line with the development of the advanced technologies and these produced information required to be processed and used by the businesses on their decision making and implementation periods. All these developments reveal the importance of the cooperation with these competent persons, able to use this information properly. In other words, the resources of qualified persons have been brought into prominence and also necessitated the continuity of the education. Therefore, in order to comply with these developments and to be successful, the businesses nowadays attach more importance to their human resources they possess and let the implementations of education and development become one of the most significant investment factor on their human resources.

2. Literature Review And Hypotheses

2.1. Performance Management

Performance is to fulfil a duty in a style to meet the predetermined criteria and the realisation ratio of the objective as a requirement of the duty. On the other hand the performance management is a systematic management tool, which consists of phases like the agreed objectives, performance standards, targets, and appraisals, measurements, feedbacks, rewarding in order to achieve more efficient results from the organisations, teams and individuals by motivating the individuals to be aware of their own potentials. (Kırbaş, 2010). The growth of the corporations and the continuity of their entity depend on the management skills, which shall provide the continuous development of the employee performance (Baltaş, 2002). The concepts of a duty being fulfilled by the employees or not and the idea requiring the determination of the work-efficiency and the performance and the performance management are gaining major importance nowadays. The employee performance is a human resources management process oriented to determine the performance degree of the employee, how good the expected duties have been performed. In other words, the performance management means to manage the performance of an organisation or an employee. (Court of Accounts, 2002). Performance management is an approach of a systematic management, which provides more efficient results from the employee potentials by motivating them to reveal these potentials. (Öğüt,

Akgemici and Demirsel, 2004). Therefore, the data obtained from the performance management system, which forms a part of the human resources management system are being used as a strategic tool with the intention of the achievement of competition superiority and continuous development of the organisations. (Waldman, 1997). An employee of every level will take place in the organisation in order to fulfil a certain activity and the employee is executing this activity for the organisation with the help of his/her physical and mental abilities, knowledge and personality. (Erdoğan, 1991). The most common performance scale is the time, amount, quality, costing and material, health and security standards. (Clayton, 2000). The organisations prepare and implement their performance management systems in accordance with their requirements and the specifications of their organisation.

2.2. Performance Planning

It is the most significant and the first step of the performance management. The objective is the aims expected to be realised by the employee and the organisation within a certain period of time. (Kırbaş, 2010). The first phase of the performance management system should be the targeting and planning; accordingly, it is mandatory that the relevant duty/work analysis and descriptions had to be completed. (İşığışok, 2007). In order the employees to be able to understand their responsibilities and the expectation of the management from them, the manager has to explain the context of every work to the employee in details. (Grote, 2002).

2.3. Performance Appraisal

The interest aimed at the formation of the performance management systems in the organisations has started to be adopted within the last 30 years especially upon the implementation of the human resources, however the request and the process of the employee appraisal has been going on since many centuries. (Camgöz and Alperden, 2006). Performance appraisal is a process comprising the feedback of any appraisal result determining the performance of the employee at work and the establishing a development plan ideal for the employee. (Kaynak and Bülbül, 2008).

2.4. Purposes of the Performance Appraisal

The information obtained as a result of performance appraisal are materialised at the organisations through establishment of systems such as strategic planning, wage increases, promotion decisions, job enrichment, determination of education requirements, selecting of reliable personnel and similar purposes. (Erdil, Alpan and Biber, 2004). Despite the fact that it is not specified by the organisations openly, another purpose of the performance appraisal is to reduce “the favouritism” and to project an image of an objective and unbiased management to the employees. (Dilsiz, 2006). In general the organisations are using the performance appraisal for three purposes: Managerial Purposes, Development Oriented Purposes and Educational Purposes.

3. Method of the Survey

This survey is a study conducted on the employees within the performance appraisal system of an airport management and a questionnaire form has been issued and applied to the employees of the airport management in order to measure the employee and customer satisfaction. The appliance and method of the survey has been conducted under different headings. These headings respectively are: the region of the survey, population and sampling of the survey, acquisition of the data and analysis of the data.

3.1. Population and Sampling of the Survey

The population of the survey comprises the security personnel commissioned at an airport, the airport employees, passengers and their companions. The sampling is conducted by random sampling selection among the passengers and their companions and the airport employees.

3.2. Acquisition of the data

As an instrument of data acquisition to be used in the survey, two forms have been issued. The first form has been prepared for the use of the security personnel. The security personnel are asked to evaluate themselves and their colleagues. The second form has been prepared aiming for the use of the passengers and their companions and the airport employees and they have been asked to evaluate the security personnel. The questions on the appraisal of satisfaction have been mutual in both forms. The Likert Scale used in the survey has been preferred due to its simplicity. Responders to the questionnaire have been asked to give their respective opinions from the choices listed in a scale between very favourable and very unfavourable, which is as follows:

- (5) I am very satisfied
- (4) I am satisfied
- (3) Neither satisfied, nor not
- (2) I am not satisfied
- (1) I am not very satisfied

The results of the scale are distributed to a width of $5.00 - 1.00 = 4.00$ points. The satisfaction level intervals have been specified by this width to be divided into five. Accordingly it is evaluated as follows:

1.00 – 1.79 score interval	= “very low”
1.80 – 2.59	= “low”
2.60 – 3.39	= “average”

- 3.40 – 4.19 = “high”
 4.20 – 5.00 = “very high”

3.3. Analysis of the Data

During the appraisal of the findings obtained in the survey, SPSS (Statistical Package for Social Sciences) for Windows 15.0 program has been utilised for the statistical analysis. During the appraisal of the study data, descriptive statistical methods (e.g. Frequency, Percentage, Average, Standard Deviation) has been utilised. Matched t-test, independent sample t-test, anova, pearson and correlation used as the hypothesis tests has been conducted for the hypothesis tests.

3.4. Findings and Comments

Table 1. Distribution of the groups participated in the survey according their ages

			GROUPS			TOTAL
			Appraisal of the Friend	Appraisal of the Customer	Appraisal of the Airport Employee	
AGE	Age 20 and under	f	16	11	7	34
		%	2,2%	9,6%	8,5%	3,7%
	Age 21-30	f	591	32	27	650
		%	80,8%	27,8%	32,9%	70,0%
	Age 31-40	f	120	36	25	181
		%	16,4%	31,3%	30,5%	19,5%
	Age 41-50	f	4	24	17	45
	%	,5%	20,9%	20,7%	4,8%	
	Age 51 and above	f	0	12	6	18
		%	,0%	10,4%	7,3%	1,9%
TOTAL		f	731	115	82	928
		%	100,0%	100,0%	100,0%	100,0%

According to the above table, the number of the security officers evaluated their friends, participated in the survey are in the age range of as follows:

- 16 of them [2.2%] age 20 and under;
 591 of them [80.8%] age 21 – 30;
 120 of them [16.4%] age 31 – 40;
 4 of them [0.5%] age 41 – 50.

The number of the customers participated in the survey are in the age range of as follows:

- 11 of them [9.6%] age 20 and under;
 32 of them [27.8%] age 21 – 30;
 36 of them [31.3%] age 31 – 40;
 24 of them [20.9%] age 41 – 50;

12 of them [10.4%] age 51 and above.

The number of the airport employees participated in the survey are in the age range of as follows:

- 7 of them [8.5%] age 20 and under;
- 27 of them [32.9%] age 21 – 30;
- 25 of them [30.5%] age 31 – 40;
- 17 of them [20.7%] age 41 – 50;
- 6 of them [7.3%] age 51 and above.

Appraisal of the Friend	Appraisal of the Customer	Appraisal of the Airport Employee
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Age 20 and under /age 21-30 / age 31 – 40 / age 41 – 50 / age 51 and above

Figure 1. The graphics for the distribution of the groups participated in the survey according their ages

Table 2. Distribution of the groups participated in the survey according their sexes

			GROUPS			TOTAL
			Appraisal of the Friend	Appraisal of the Customer	Appraisal of the Airport Employee	
Sex	Female	f	293	40	37	370
		%	40,1%	34,8%	45,1%	39,9%
	Male	f	438	75	45	558
		%	59,9%	65,2%	54,9%	60,1%
TOTAL		f	731	115	82	928
		%	100,0%	100,0%	100,0%	100,0%

According to the above table, the number of the security officers evaluated their friends, participated in the survey:

293 of them [40.1%] are female;

438 of them [59.9%] are male...

The number of the customers participated in the survey:

40 of them [34.8%] are female;

75 of them [65.2%] are male...

The number of the airport employees participated in the survey:

37 of them [45.1%] are female;

45 of them [54.9%] are male...

Friend...	Customer...	Airport...	<ul style="list-style-type: none"> • Female • Male
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Figure 2. The graphics for the distribution of the groups participated in the survey according their sexes

Table 3. Distribution of the groups participated in the survey according their educational status

			GROUPS			TOTAL
			Appraisal of the Friend	Appraisal of the Customer	Appraisal of the Employee Airport	
Education Status	Primary School	f	0	7	7	14
		%	,0%	6,1%	8,5%	1,5%
	Gymnasium / Vocational School	f	634	53	33	720
		%	86,7%	46,1%	40,2%	77,6%
	High School	f	77	1	10	88
		%	10,5%	,9%	12,2%	9,5%
	University	f	19	36	32	87
		%	2,6%	31,3%	39,0%	9,4%
	Master / Doctorate	f	1	18	0	19
		%	,1%	15,7%	,0%	2,0%
TOTAL		f	731	115	82	928
		%	100,0%	100,0%	100,0%	100,0%

According to the above table, the number of the security officers evaluated their friends, participated in the survey:

- 634 of them [86.7%] are gymnasium/vocational school graduate;
- 77 of them [10.5%] are high school graduate;
- 19 of them [2.6%] are university graduate;
- 1 of them [0.1%] has master and/or doctorate degree.

The number of the customers participated in the survey:

- 7 of them [6.1%] are primary school graduate;
- 53 of them [46.1%] are gymnasium/vocational school graduate;
- 1 of them [0.9%] is high school graduate;
- 36 of them [31.3%] are university graduate;
- 18 of them [15.7%] have master and/or doctorate degree.

The number of the airport employees participated in the survey:

- 7 of them [8.5%] are primary school graduate;
- 33 of them [40.2%] are gymnasium/vocational school graduate;
- 10 of them [12.2%] are high school graduate;
- 32 of them [39.0%] are university graduate.

Appraisal of the Friend	Appraisal of the Customer	Appraisal of the Airport Employee
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Primary School / Gymnasium-Vocational School / High School / University / Master-Doctorate

Figure 3. The graphics for the distribution of the groups participated in the survey according their educational status

Table 4. Matched group t-tests results obtained between the satisfaction scale averages of the security employee (him/herself) and (his/her) friends

GROUPS	N	Avrg.	Ss.	t	p
His/her satisfaction on the attention and friendliness	731	3,923	0,745	3,495	0,001
His/her friends' satisfaction on the attention and friendliness	731	3,824	0,809		
His/her satisfaction on the holding time	731	3,844	0,759	-0,098	0,922
His/her friends' satisfaction on the holding time	731	3,847	0,735		
His/her satisfaction on the seriousness and professionalism	731	4,053	0,765	6,724	0,000
His/her friends' satisfaction on the seriousness and professionalism	731	3,854	0,852		
His/her Satisfaction on the application of standards for all	731	3,728	1,020	0,368	0,713
His/her friends' Satisfaction on the application of standards for all	731	3,717	1,022		
His/her satisfaction on the general airport security services	731	4,049	0,777	1,091	0,276
His/her friends' satisfaction on the general airport security services	731	4,026	0,780		

As to be seen on the above table and with reference to this satisfaction scale of the airport security personnel participated in the survey in order to determine the appraisal points of satisfaction on “the attention and friendliness” of the security employee him/herself and his/her friends, whether there is any significant differences or not, a matched group t-test has been conducted. As a result the following difference between the arithmetical averages has been found statistically significant ($t=3,495$; $p<0,05$). According to the difference between the averages, the appraisal points of satisfaction on “the attention and friendliness” of the security employee him/herself are higher than his/her friends' appraisal points of satisfaction on “the attention and friendliness”.

With reference to this satisfaction scale of the airport security personnel participated in the survey in order to determine the appraisal points of satisfaction on “the holding time” of the security employee him/herself and “the holding time” of his/her friends, whether there is any significant differences or not, a matched group t-test has been conducted. As a result the following difference between the arithmetical averages has not been found statistically significant ($t=-0,098$; $p>0,05$).

As to be seen on the above table and with reference to this satisfaction scale of the airport security personnel participated in the survey in order to determine the appraisal points of satisfaction on “the seriousness and professionalism” of the security employee him/herself and his/her friends, whether there is any significant differences or not, a matched group t-test has been conducted. As a result the following difference between the arithmetical averages has been found statistically significant ($t=6,724$; $p<0,05$). According to the difference between the averages, the appraisal points of satisfaction on “the seriousness and professionalism” of the security employee him/herself are higher than his/her friends' appraisal points of satisfaction on “the seriousness and professionalism”.

With reference to this satisfaction scale of the airport security personnel participated in the survey in order to determine the appraisal points of satisfaction on “the application of standards for all” of the security employee him/herself and “the application standards for all” of his/her friends, whether there is any significant differences or

not, a matched group t-test has been conducted. As a result the following difference between the arithmetical averages has not been found statistically significant ($t=-0,368; p>0,05$).

With reference to this satisfaction scale of the airport security personnel participated in the survey in order to determine the appraisal points of satisfaction on “the general airport security services” of the security employee him/herself and “the general airport security services” of his/her friends, whether there is any significant differences or not, a matched group t-test has been conducted. As a result the following difference between the arithmetical averages has not been found statistically significant ($t=1,091; p>0,05$).

Satisfaction on the attention and friendliness	Satisfaction on the holding time	Satisfaction on the seriousness and professionalism	Satisfaction on the application of standards for all	Satisfaction on the general airport security services
-	-	-	-	-
- Him/herself	- His/her friend			

Figure 4. The graphics for the matched group t-tests results obtained between the satisfaction scale averages of the security employee (him/herself) and (his/her) friends

4. Conclusion

In recent years, the changes experienced by the managements on social, economical, cultural, communal and especially technological fields have been affecting the lives of the individual and the community on a large scale and also enforcing the structures of these managements and their functions to comply with these changes in order to meet the requirements of these conditions. Therefore, the managements have to try to achieve employments consisting of workers and administrators who are eager to learn, welcome the changes, develop him/her constantly and work hard to develop within the management continuously. Hence, they have to attach importance to the education and development in regard of the implementation of the human resources.

The managements in general regard the educational implementations as an unprofitable costing factor and consider that the education is not much contributory for their businesses. Essentially, in case the managements are not directed to the education and/or still maintain the education notwithstanding the errors within the process of education, this will cause much higher costing in the management compared with a regular and systematic education. Meanwhile referring to the managements, the performance appraisal became to be one of the indispensable processes of the modern human resources management and consequently the organisations.

The organisations in our country tend to direct themselves principally towards the most common and easy one of this system. The purpose of the human resources management in general and the performance management in private sector is to determine the objectives of the employees together, to develop their abilities to take responsibility

and to resolve problems, to be the motivation tool, to establish prospective development and to form the career plans; therefore the performance information should not to be obtained from one source, but the principle of to collect the performance information from all environment in which the employee has been interact with should be implemented. Due to the fact that the 360 degrees performance appraisal method is a method which gathers from more information sources than traditional methods which reduces the errors to minimum, it shall be more rational, that this method to be utilised by the organisations.

As a result of the survey conducted on the airport security personnel when the security personnel evaluate themselves and their friends from the point of the customer satisfaction it is revealed that they considered the satisfaction on “the attention and friendliness” of themselves higher than their friends’ satisfaction on “the attention and friendliness”. Again, according to the responses given by the security personnel, who refer to their satisfaction on “the holding time”, satisfaction on “the application of standards for all” and the satisfaction “in the general sense”, it is revealed there have been no differences with their friends.

Referring to the appraisals of the airport security personnel on their friends and comparing the airport employees as interior customer and the passengers and their companions as exterior customer on their satisfaction of the security services, the airport security officer finds the satisfaction on “the attention and friendliness” of their friends and customers higher than the satisfaction on “the attention and friendliness” of the airport employee.

The airport security officer finds the satisfaction on “the holding time” of his/her friend higher than the satisfaction on “the holding time” of the customers and the airport employee; the satisfaction on “the holding time” of the customers higher than the satisfaction on “the holding time” of the airport employee.

It is revealed that the airport security officer finds the satisfaction on “the seriousness and professionalism” of his/her friend higher than the satisfaction on “the seriousness and professionalism” of the customers and the airport employee; the satisfaction on “the seriousness and professionalism” of the customers higher than the satisfaction on “the seriousness and professionalism” of the airport employee.

It is revealed that the airport security officer finds the satisfaction on “the application of standards for all” of his/her friend higher than the satisfaction on “the application of standards for all” of the customers and the airport employee; the satisfaction on “the application of standards for all” of the customers higher than the satisfaction on “the application of standards for all” of the airport employee.

It is revealed that the airport security officer finds the satisfaction on “the general airport security services” of his/her friend higher than the satisfaction on “the general airport security services” of the customers and the airport

employee; the satisfaction on “the general airport security services” of the customers higher than the satisfaction on “the general airport security services” of the airport employee.

As a result of this survey it is observed that the satisfaction degree of the airport employees is quite low. In order to improve this situation and to bring a friendlier, more communicational, more understanding approach to the matter, the airport employees may be subject to some educational and/or updated programs and also assist the security personnel to earn some abilities on developing empathy and internal business studies may be conducted, thereto.

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