

Self-Job Performance Appraisal in Egyptian Public Banks

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Abstract

This study of Egyptian public banks used a self-job performance appraisal scale as additional resource to integrate other resources of job performance appraisal; such as supervisors and peers. The validation of the scale was verified, based on 336 respondents who distributed in three public banks. The average of employees' job performance was determined as well as the most and least important items of the scale.

Introduction

Despite the numbers of researches that have addressed the area of job performance, there is no comprehensive theory in this field (Deadrick & Gardner, 2008). This leads to necessity of additional researches in such context. "Performance appraisal has become a general description for a variety of activities through which agencies provide feedback to their employees. develop competencies, enhance performance, and distribute rewards" (Mulvaney, McKinney & Grodsky, 2008, p.127 . "Job performance evaluation or appraisal is a formal, structured system of measuring and evaluating an employee's job related attributes, behaviors, and outcomes to assess an employee's productivity and judge whether he or she will perform as or more effectively in the future, so that employee, the organization, and society all benefit" (Cheng, li &Fox, 2007, p.593).

The process of job performance is a non-stop process, because of necessity of monitoring and evaluating employees regularly (Cheng, li &Fox, 2007).

The current research treats the issue of job performance emphasizing the self-based

appraisal. This tendency resulted from the absence of self-job performance appraisal as a complementary side of overall job performance appraisal; as it addresses so important issues in the new work place, such as teamwork and customer orientation (Kennedy, Lassk & Burns, 2001). In contrast, the prevalent methods are based on supervisors followed by peers (Cheng, li &Fox, 2007).

Kennedy, Lassk and Burns (2001) have found that the organizations which have a self-report measure of employee performance, their management acquires insights into factors that getting employees customer-oriented, enhancing trust among them by maintaining confidentiality.

Current research addressed the job performance issue based on Total Quality Management TQM perspective- a shift in both thinking and organizational culture (WALDMAN, 1994). Self-appraisal perspective is supported by (TQM); which criticizes the traditional performance appraisal (Deadrick & Gardner, 2000).

There are many differences between TQM and the traditional approach, in the context of job performance appraisal, as shown in Table (1).

Table (1)

Traditional vs. TQM organizations: principles relevant to employees' job performance

	Traditional Organization	TQM Organization
Focus of organization	Profits Short-term focus on maximizing shareholder wealth	Customer satisfaction Long-term benefit of all associated with organization
Means of attaining objectives	Short-term goals from management Management of employees Individual focus Minimal training only Blame for mistakes Conformity Top management direction and control Quality assessed by degree of nonconformance Products meet specifications Consideration for external customer Efficient manufacturing operations by engineering Functional silos Independence of operational units	Long-range shared vision Empowered of employees Team emphasis Personal mastery Trust Creativity Top management commitment and support Multifaceted definition of quality Continual improvement in product and process Clear view of external and internal customers and their needs Systems approach to process development and problem solving Cross-functional emphasis Interconnectedness of all facets of the organization
Desired outcomes	Customer buys product Stock price rises	Customer satisfaction Long-term organizational viability

Source: Kennedy, Lassk & Burns, 2001, p.260

Based on the previous comparison between traditional and TQM organizations, as shown in Table (1), the current researcher argues the necessity of self-job performance appraisal. This argument enhanced by

Churchill, Ford, Hartley, and Walker (1985), they have referred to the need of using multiple indicators of different types to assess the performance structure. On the other hand, this argument is supported by

other researchers such as Kennedy, et al, (2001), in terms of the necessity of supplementing the traditional top-down performance evaluations with employee participation in performance ratings to achieve more comprehensive performance assessment. Adding to researchers who are interested in addressing self-job performance appraisal, Vance, MacCallum, Coovert, and Hedge have indicated that self, supervisors, and peers can be equally valid as sources of performance information.

In addition, to adopt TQM principles and become customer-oriented organization, many requirements should be fulfilled; such as treating employees trustfully, empowerment of employees, team emphasis, etc. Thus, current researcher argues that self-job performance appraisal would be as an important source to indicate whether many of TQM requirements are fulfilled.

On the other hand, there is a debate regarding whether to use objective (easily quantified) or subjective (*less quantifiable*) measures-in the context of job performance appraisal. The proponents of the first have suggested the advantages of operating the objective measures in terms of reducing both intentional and unintentional biases (e.g. leniency and halo errors). Although, the

latest is dominant, in which it obtained from different sources; including supervisors, peers, subordinates, self, or even customers. This availability perspective adds a support to increase the importance of addressing the issue of self-job performance appraisal, which is the core of the current research

The current research aims at appraising job performance in Egyptian public banks, based on self-report, investigating whether this sector adopts TQM principles towards matching the customer-oriented environment requirements. In addition, based on the size and experience of selected banks, it is expected to get more than the average when operationalize the self-job performance appraisal scale.

Research questions

Q1: Is the adopted self-job performance appraisal scale valid?

Q2: What is the level of the employees' self-job performance appraisal?

Q3: What is the relative importance of the self-appraisal items?

Hypotheses

H1: All self-job performance appraisal scale items saturated on only main factor (job performance).

H2: All self-job performance appraisal scale items are saturated on four sub-factors (work role, behavior toward customer, teamwork, and work habits).

H3: Self-job performance appraisal is greater than the average.

unified policies in each bank, each branch or unit would be their representatives. Current researcher chose from branches or units which located in Dakahlia and Gharbia governorates. Current researcher intended to include all employees in the selected units or branches, regardless their positions or their organizational level. The number of number of respondents is 336; divided into 139, 173, and 24 from National Bank of Egypt, Banque Misr, and Bank Du Caire, respectively.

Method

The current research adopts the descriptive approach in addressing the issue of self-job performance appraisal.

Sample:

The unit of observation is an employee in Egyptian public banks. These banks are National Bank of Egypt, Banque Misr, and Bank Du Caire, which established since 1898, 1920, 1952, respectively. Beside their history in the field of banking services, they have more than 427, 470, 220 banking unit and branch, respectively. Eventually, all of them are Egyptian public banks. According to their history, size, unique category, the current researcher chose them to be his applied field. Because of the

Questionnaire development:

The original questionnaire was prepared in Arabic, based on the questionnaire developed by Kennedy, Laskk, and Burns (2001). The Questionnaire contains 39 statements, in which they divided into four dimensions. The statements (1-12) reflect items related to work role, while statements (13-19) reflect items related to behavior toward customers, and the statements (20-34) reflect items related to teamwork, eventually, the statements (35-39) reflect items related to work habits. Each respondent was asked to indicate on a 5-point scale the degree that he or she assigns to each item.

Results

All data analyzed using SPSS 15.0 (SPSS Inc., 2007). Analysis was operationalized on individuals ($n=336$), regardless the employees' organizational level, which is not in the area of current research concern.

The internal consistency of the items of the scale is verified using Cronbach's Alpha. The value of Alpha is .968, which indicates a high internal consistency.

Table (2) shows the correlation between all scale items and the total score, and the value of Alpha if item deleted.

Table (2)

The internal consistency of self- job performance appraisal scale items

	Item	Correlated- Item-Total Correlation	Cronbach's Alpha if Item Deleted
1	I suggest improvements that will make our products/services better	.824	.966
2	I initiate action to correct my own mistakes	.857	.966
3	I ask for help when having difficulty with tasks	.829	.966
4	I complete my work assignments, even if they are difficult	.783	.966
5	I readily adopt changes in my work assignments	.769	.966
6	I use my training to attempt new job assignments	.730	.966
7	I avoid changes in my assigned duties	.109	.969
8	I volunteer for additional duties if the department has a heavy work load	.639	.967
9	I attend company functions that are not required, but help improve my performance	.686	.967
10	I fulfill all of my job responsibilities as expected by my company	.845	.966
11	I make suggestion to my manager to improve the department	.816	.966
12	I accept criticism from my manager in a professional manner	.819	.966
13	I accommodate special requests my customers make, as best as I can	.836	.966
14	I perform my duties with my customer in mind	.772	.966
15	I refer my customers to my manager to resolve problems	-.084	.970
16	When possible, I make changes in my work procedures to meet the needs of my customer	.583	.967
17	I work hard to please my customers	.824	.966
18	I adjust my actions at work to make sure my customers have what they need from me	.839	.966
19	I suggest alternatives to my customer that may help solve a problem	.758	.966
20	I accept assignments to group tasks willingly	.770	.966
21	I volunteer to work on team projects	.763	.966
22	I encourage my team members in group tasks	.842	.966
23	I offer assistance to my co-workers when appropriate	.832	.966
24	I express praise for my co-workers when they accomplish their goals	.863	.966
25	I cooperate with other members of my work group	.763	.966
26	In working on a team project, I take as much credit as possible for good results	.539	.967
27	If I have the time, I help others who have heavy work loads	.779	.966
28	I help orient new people, even though it is not my job	.798	.966

29	I help new people feel comfortable in the work group	.703	.967
30	I contribute my fair share in team projects	.727	.966
31	I carry my load when working in a team	.765	.966
32	I withhold information that might be helpful to others in doing their jobs	-.157	.971
33	I contribute ideas to help solve problems within the company	.758	.966
34	I exchange ideas about work improvements with team members	.830	.966
35	I arrive at my scheduled work station on time	.762	.966
36	After breaks, I begin my work duties promptly	.774	.966
37	I take care of personal business on company time	.166	.969
38	I give advance notice to my manager if I am unable to come to work	.317	.968
39	I come to work even when I am very ill	-.258	.971

Table (2) illustrates that all items are important except for items number 15, 32, 39. These items show negative correlations with total score and their deletion increase the scale internal consistency.

Factor analysis was used in terms of verifying the validity of self-job performance appraisal scale. The initial

scale of job performance scale consists of four sub-factors (work role, behavior toward work, teamwork, and work habits).

Figure (1) shows the Scree plot of the 39 performance scale items with their Eigen Values. Figure (1) illustrates the existence of only one main factor, and three sub-factors.

Figure (1)

Scree Plot

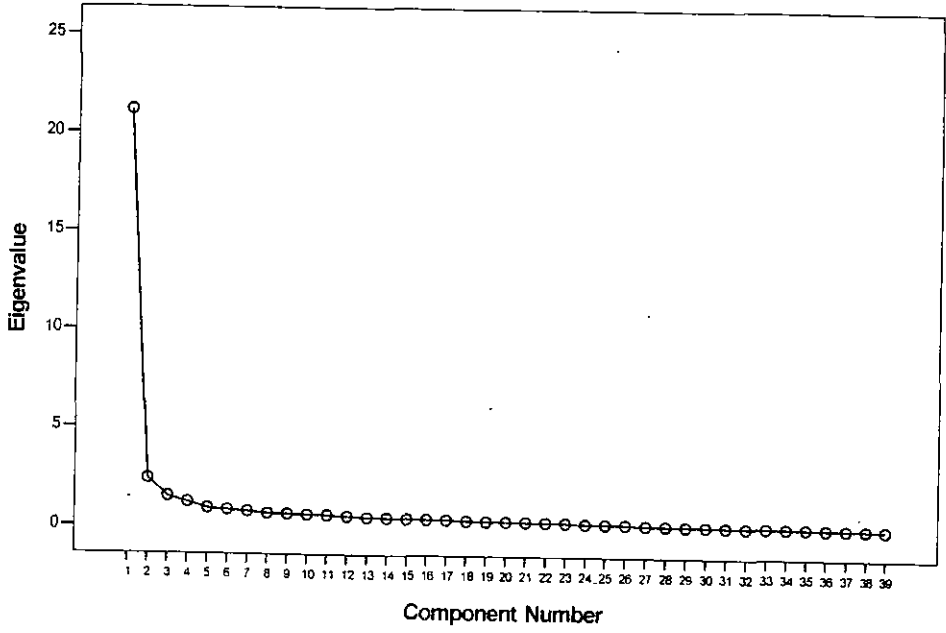


Table (3) shows the saturations of all scale items on the four factors.

Table (3)
Rotated component matrix

	Item	Component			
		1	2	3	4
1	I suggest improvements that will make our products/services better	.802			
2	I initiate action to correct my own mistakes	.829			
3	I ask for help when having difficulty with tasks	.801			
4	I complete my work assignments, even if they are difficult	.740			
5	I readily adopt changes in my work assignments	.753			
6	I use my training to attempt new job assignments	.692			
7	I avoid changes in my assigned duties		.748		
8	I volunteer for additional duties if the department has a heavy work load	.551	.518		
9	I attend company functions that are not required, but help improve my performance	.687			
10	I fulfill all of my job responsibilities as expected by my company	.834			
11	I make suggestion to my manager to improve the department	.816			
12	I accept criticism from my manager in a professional manner	.803			
13	I accommodate special requests my customers make, as best as I can	.836			
14	I perform my duties with my customer in mind	.759			
15	I refer my customers to my manager to resolve problems		.620		
16	When possible, I make changes in my work procedures to meet the needs of my customer	.546	.522		
17	I work hard to please my customers	.837			
18	I adjust my actions at work to make sure my customers have what they need from me	.846			
19	I suggest alternatives to my customer that may help solve a problem	.805			
20	I accept assignments to group tasks willingly	.820			
21	I volunteer to work on team projects	.793			
22	I encourage my team members in group tasks	.859			
23	I offer assistance to my co-workers when appropriate	.855			
24	I express praise for my co-workers when they accomplish their goals	.876			
25	I cooperate with other members of my work group	.801			
26	In working on a team project, I take as much credit as possible for good results	.533			
27	If I have the time, I help others who have heavy work loads	.774			
28	I help orient new people, even though it is not my job	.819			
29	I help new people feel comfortable in the work group	.785			
30	I contribute my fair share in team projects	.744			

31	I carry my load when working in a team	.772		
32	I withhold information that might be helpful to others in doing their jobs		-.673	
33	I contribute ideas to help solve problems within the company	.782		
34	I exchange ideas about work improvements with team members	.854		
35	I arrive at my scheduled work station on time	.788		
36	After breaks, I begin my work duties promptly	.794		
37	I take care of personal business on company time		.588	
38	I give advance notice to my manager if I am unable to come to work		.709	
39	I come to work even when I am very ill			-.808

Table (3) indicates that the majority of items saturations on the first factor are high. The majority of items showed low saturations on second, third, or the fourth factors. Only five items or less are saturated on the last three factors, which confirms the existence of just one main factor in which the scale items are saturated on, and indicates the necessity of ignoring other factors. The results indicate that there is a necessity of deletion of items 7, 8, 15, 16, 26, 32, 37, 38, and 39, regarding the validity and reliability. Therefore, the final scale items includes 30 item.

Table (4) illustrates the variance explained by the scale items.

Table (4)

Total Variances explained

Component	Rotation Sums of Squared Loadings	
	Total	% of Variance
1	20.265	51.963
2	2.363	6.060
3	1.996	5.119
4	1.671	4.285

It was found that the first factor can explain 51.96 of the total variance of the scale items, whereas other factors do not explain more than 15.46, which in turn, refers to the necessity of ignoring these factors.

Figure (2) shows the Scree Plot of the 30 performance scale items with their Eigen Values.

Figure (2)

Scree Plot

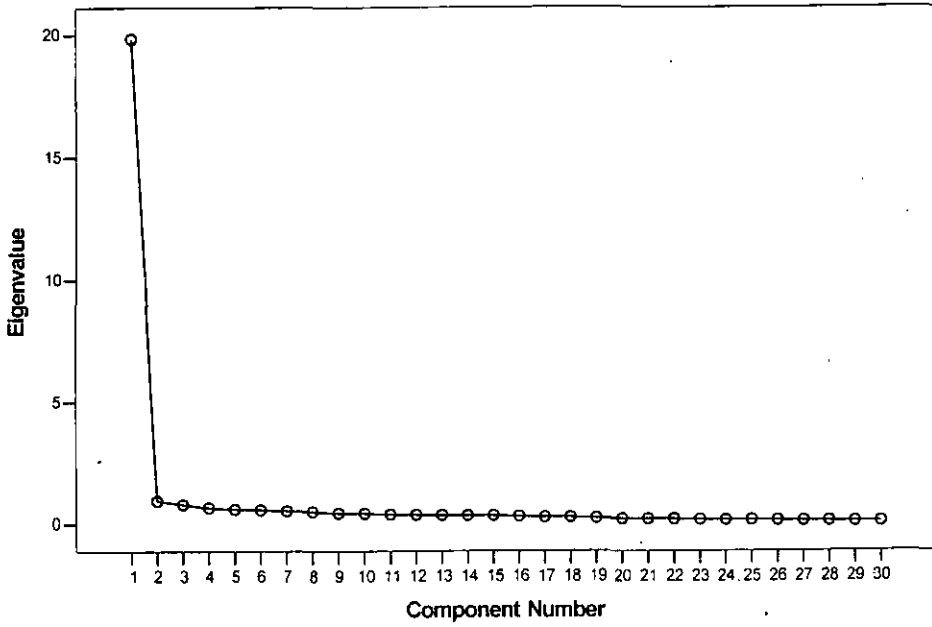


Figure (2) shows that there is only one factor which all items (30) are saturated on-after deleting the 9 items.

Table (5) shows the saturations of all scale items on the one main factor.

Table (5)

Saturations of all scale items (30) on the one main factor (job performance)

	Item	Factor
1	I suggest improvements that will make our products/services better	.851
2	I initiate action to correct my own mistakes	.882
3	I ask for help when having difficulty with tasks	.852
4	I complete my work assignments, even if they are difficult	.805
5	I readily adopt changes in my work assignments	.801
6	I use my training to attempt new job assignments	.760
7	I attend company functions that are not required, but help improve my performance	.697
8	I fulfill all of my job responsibilities as expected by my company	.871
9	I make suggestion to my manager to improve the department	.854
10	I accept criticism from my manager in a professional manner	.835
11	I accommodate special requests my customers make, as best as I can	.857
12	I perform my duties with my customer in mind	.763
13	I work hard to please my customers	.839
14	I adjust my actions at work to make sure my customers have what they need from me	.857
15	I suggest alternatives to my customer that may help solve a problem	.782
16	I accept assignments to group tasks willingly	.793
17	I volunteer to work on team projects	.779
18	I encourage my team members in group tasks	.858
19	I offer assistance to my co-workers when appropriate	.872
20	I express praise for my co-workers when they accomplish their goals	.885
21	I cooperate with other members of my work group	.804
22	If I have the time, I help others who have heavy work loads	.790
23	I help orient new people, even though it is not my job	.827
24	I help new people feel comfortable in the work group	.749
25	I contribute my fair share in team projects	.718
26	I carry my load when working in a team	.777
27	I contribute ideas to help solve problems within the company	.784
28	I exchange ideas about work improvements with team members	.856
29	I arrive at my scheduled work station on time	.783
30	After breaks, I begin my work duties promptly	.778

Table (5) illustrates that all scale items (30) are saturated on one factor, which is job performance. The saturation values ranged between high and very high; the lowest one is .697, and the highest is .885.

Regarding the variance explained by the scale items, the main factor, alone, explains 66.17% of the total variance of job performance. In addition, regarding the mean of job performance total value, the expected maximum, minimum, mean values

were 5, 1, and 2.5, respectively, whereas, the actual maximum, minimum, mean were 5, 1, and 3.7, respectively. These results mean that the employees' job performance ranged from very low (1) and very high (5), while the mean is 3.7, which indicates to the variation of the employees' performance, also indicates that the average of their performance is good.

Eventually, table (6) indicates the relative importance of the self-appraisal items.

Table (6)

Self-job performance appraisal scale items (30) rating

Item	Mean	rate
I suggest improvements that will make our products/services better	3.77	7
I initiate action to correct my own mistakes	3.91	1
I ask for help when having difficulty with tasks	3.8	5
I complete my work assignments, even if they are difficult	3.75	9
I readily adopt changes in my work assignments	3.8	5
I use my training to attempt new job assignments	3.76	8
I attend company functions that are not required, but help improve my performance	3.59	17
I fulfill all of my job responsibilities as expected by my company	3.86	2
I make suggestion to my manager to improve the department	3.82	3
I accept criticism from my manager in a professional manner	3.76	8
I accommodate special requests my customers make, as best as I can	3.91	1
I perform my duties with my customer in mind	3.65	14
I work hard to please my customers	3.82	3
I adjust my actions at work to make sure my customers have what they need from me	3.81	4
I suggest alternatives to my customer that may help solve a problem	3.72	11
I accept assignments to group tasks willingly	3.53	18
I volunteer to work on team projects	3.49	19
I encourage my team members in group tasks	3.62	16
I offer assistance to my co-workers when appropriate	3.72	11
I express praise for my co-workers when they accomplish their goals	3.74	10
I cooperate with other members of my work group	3.71	12
If I have the time, I help others who have heavy work loads	3.59	17
I help orient new people, even though it is not my job	3.72	11
I help new people feel comfortable in the work group	3.79	6
I contribute my fair share in team projects	3.48	20
I carry my load when working in a team	3.63	15
I contribute ideas to help solve problems within the company	3.66	13
I exchange ideas about work improvements with team members	3.76	8
I arrive at my scheduled work station on time	3.76	8
After breaks, I begin my work duties promptly	3.74	10

As shown in Table (6), the highest five rated-items of the self-job performance appraisal were correcting one self's mistakes, accommodating special orders the customer request, fulfilling the job responsibilities, participate in developing the department, and pleasing the customers, respectively. On the other hand, the lowest five-rated items were contributing in team projects, voluntary working in team project, accepting assignments to group tasks, voluntary attending company optional functions, and voluntary helping others. Two other additional item groups occur. The first, includes the items ranked between 4-10, the majority of them addressing the work role, treating the customer, and employee's habit perspectives. The second, includes the items between 11-16, the major portion of them surround the teamwork area.

Discussion

The current research hypothesized that all self-job performance appraisal scale is valid (H1), this hypothesis is supported. This self-job performance appraisal scale, eventually, consists of 30 item. Current researcher argues that it is important to get such a valid such scale in which to integrate job performance appraisal that based on many different resources; supervisors, peers, and

customers. The second hypothesis (H2) is refuted, which indicates that all self-job performance appraisal scale items are not saturated on the expected four sub-factors (work role, behavior toward customer, teamwork, and work habits). Regarding the third hypothesis (H3), the current research findings support it, which means that self-job performance appraisal, in Egyptian public banks, is greater than the average (good). Current researcher argues that this average should be increased, in terms the remarkable diversity in Egyptian banking services sector, which results in severe completion. Thus, considering the employee's performance is one of the most important organizational elements, if is not the most (Tompkins, 2002), to survive in this competition, the organization should benefit from appraising its employees' performance, and to consider it as a basis for different matters in the organization, such as, employee training needs (Mulvaney, McKinney & Grodsky, 2008), decision making (WALDMAN, 1994). Eventually, to prioritize to most important items in the job performance, as resulted from the self-appraisal scale, the study indicates the most important items are reflecting the work role and the behavior toward customers, which is good. In contrast, the least important ones

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are reflecting the team work aspect, which is inconsistent with the increased importance of teamwork that resulted from changing nature of work (LePine, Hanson,, Borman & Motowidlo, 2000). The current researcher argues that these findings backed with the Egyptian organizational culture which supports the individual focus, and the absence of the teamwork culture (Ebeid& Gadelrab, 2009). Thus, aiming at being TQM organization-which emphasizes teamwork, requires changing this culture.

Conclusion

The interest of the current study is the issue of self-job performance appraisal. A valid scale in Egyptian public banking sector was found. Also, remarkable delay of items that reflecting the teamwork aspects was found. It is recommended to integrate this study with other studies which addressing the same issue, *but in another* type of banks or another sector.