

ABSTRACT

The Reality of Performance Evaluation in Palestinian Civil Service Law: Field Study from the employees' perspective in local health departments in Hebron and Bethlehem Districts

Prepared by

Mewat Diab Al kaisis

Supervised By

Dr. Rateb Al ja'bari

This research aimed at studying the reality of performance appraisal in accordance with the Palestinian civil service law. Different angles of performance appraisal were discussed namely: performance criteria, Appraisal Effectiveness, Appraisal Interview, Secrecy, Reprimands, Grievances, obstacles.

The researcher studied the implication of the above dimensions on the efficacy of the performance appraisal process and diagnosed the most important obstacles that inhibited its effect. And she used the descriptive analytical approach to achieve that.

A questionnaire and interviews have been designed for this purpose. Out of 260 questionnaires that were distributed, 223 were collected with 86% returned as well as 11questionnaire were cancelled. The study population consisted of all employees working in Hebron and Bethlehem Directorate - Ministry of Palestinian health. Several statistical techniques were used, specifically standard deviation, Mean, Pearson correlation to clarify the relationship between study research variables and T-test to show the differences between employees and managers concerning questionnaire responses.

The study showed a set of results of which are:

- Results revealed that performance appraisal is implemented to a moderate extent, as appraisal criteria is not clear, objectives are not pre-determined properly, information about reprimand procedures is limited and not well-communicated to employees, finally grievance procedures are implemented to a moderate extent.
- It also shows that there is a positive relationship between performance appraisal dimensions and performance appraisal effectiveness.
- Finally T-test technique showed that general differences between supervisors and subordinates responses such as: performance criteria, secrecy, appraisal interview, grievances, were not differences between objectives, reprimands procedures, and obstacles showed are exempted and so supervisor and subordinates differences are not substantiate.

The researcher recommended that Standard Operating procedures should be clearly stated and announced to all parties so unification in implementing the performance appraisal will be followed and implemented. And increasing the awareness and attention of the performance appraisal topic at the ministry of health departments by teaching and informing employees about the elements of performance appraisal and organizational behavior. This requires pre-determined goals for each department. Conduct performance appraisal interview in order to make viable discussion between the superior and subordinates. About the performance results as well as implement the principals of transparency about the performance appraisal results and that according to what it mentioned by the Palestinian Civil Service Law.