



## Periodic performance review and its bearing on the productivity of ground staff employee at Oman airport

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### Abstract

Presently Performance Appraisal is considered more as an employee productivity enhancement technique than a control technique. The traditional annual performance appraisal has its own limitations and challenges. Ongoing feedback from management on the performance of employees in the periodic review is one of the procedures that the companies proffered to use. The present study investigated the impact of annual and the ongoing employee's performance reviewing practice in Oman Airports and its effect on employee's performance. The main objective of the present research was to study the factors effecting periodic review in Oman Airport. Amongst all the factors affecting the performance appraisal two main factors i.e., clarity and motivation were explored for their impact in the present study along with recommendation for the most effective periodic performance review method. In the present descriptive research data was collected from 100 ground staff employees using with the convenience sampling an online questionnaire. The results showed that both the factors motivation and clarity affect the period review in Oman Airport. The Periodic Performance Reviews showed a significant impact on employees' performance. Both the factors, i.e. Clarity and Motivation are found to be significant with the value of (.002) and (.001). The research provided useful insight into the impact of periodic performance review on the performance of the workers on the human resources management at the Oman Airport and other industries for the future Human Resources Planning.

**Keywords:** periodic performance appraisal, ongoing review, employee productivity; employee performance

### Introduction

Periodic Performance Review (PPR) practices which are conducted during a year on the continuous basis which is described as performance management are effective in contrast to typical yearly evaluation, believed by Stuart Hearn, an entrepreneur, founder of Clear Review (Wainaina, L., 2019) [9]. The strategy fosters an environment in which supervisors and representatives are open and genuine with one another. It is additionally worth noticing that continual feedback incorporates both praise and constructive criticism, both of which ought to be openly given and accepted inside the company. Ongoing feedback management performance is one of the most effective procedures in order to increase employee satisfaction and to make sure staff are on board with the business mission (Mayer, S. 2021). A manager can provide nonstop feedback on an employee's strengths and energise them to create in areas where they must exceed expectations. It could be a bound together framework that permits both the employees and the company to concur on what defines superior performance (Mathison, D. and Vinja, V., 2010) [11]. This study was conducted to investigate the impact of the ongoing periodic employee's performance reviewing practice in Oman Airports vis-à-vis annual review and its effect on employee's performance. Oman Airports is a state-owned corporation that administers all the Sultanate's airports, including Muscat International Airport, Duqm Airport, Sohar Airport, and Salalah Airport. There is a high proportion of scholarly studies that investigates the aspects that influence organizational success and employee

productivity through the performance appraisal, such as employee motivation, financial advantages, and organizational culture, but periodic reviews are not part of them. The organization supports and believes in Omani talent, which is inspiring. As a result, long-term economic growth is possible, as are future initiatives that are projected to come to fruition. Moreover, the Learning and Growth Centre plays a critical role in the development of firm personnel, not only in terms of accelerating skill development but also in terms of improving employee engagement and retention. This research papers intend to provide the Oman Air company, the best idea to solve the hesitation of either choosing the periodic review or annual employees' performance review for a particular situation. In addition, it helps in overcoming the obstacles that they may face on the topic of how to increase employee's motivation, and how the morality of the working environment will be positive with best flow of work with ease.

### Literature

The number or quality of main products, goods and services delivered by a company over a certain length of time is described as productivity. (Kihama, J.2019) [9]. In both the commercial and governmental sectors, performance assessment is a critical component of total human resource management duties. The word "annual performance assessment" refers to the process of evaluating an employee's work performance and overall contribution to the firm on a regular basis once a year. A performance

assessment, also known as employee appraisal, assesses an employee's abilities, accomplishments, and progress, or lack thereof (Hayes, A.2021). Periodic feedback is one of the most effective techniques for increasing employee satisfaction and guaranteeing that the staff are on board with the business mission. According to a Gallup survey, delivering frequent feedback to workers based on their strengths reduced turnover by 14.9 percent compared to employees who did not receive review (Grensing, L.2018). The ability to behave in the direction of a certain objective is known as motivation. Worker motivation is essential for completing the task that has been assigned in accordance with the company's operating criteria (Indahingwati *et al.*, 2019). Employees in the workplace may use periodic feedback to learn how effectively they have met their own and the company's goals and objectives. It is also a technique of informing people about how others (such as supervisors and coworkers) view their actions and successions (Marthouret.E, 2016). Clarity workers have a clear understanding of their obligations, duties, and nature of the work, clarity is significant for the efficiency of the workers (Lynn & Kalay, 2015), the clarity promote performance of the organisation which brings competencies to the employees. Moreover, the clarity has an important impact on the job performance of the employees which the higher job performance leads to higher role of clarity. According to Geoffrey (2016), one of the ways that the human resource department can fully comprehend and recognize the workers is through the usage of Performance Appraisals. When individuals are evaluated, their strengths and weaknesses at work are frequently revealed periodically. Members of the organisation must understand exactly what is expected of them, as well as the criteria by which their performance and outcomes will be judged in a period way. Laurie J. Mullins confirmed the importance of a good assessment system by stating that it can identify a person's skills and shortcomings periodically, as well as how to effectively use those strengths and overcome flaws.

### Methodology

This research paper is descriptive research where quantitative methods was used for gathering the data. A gathering prospective employees' respondent by means of screening procedures and sends online questionnaires where findings can be presented in numerical form. Therefore, this research is quantitative research would research survey design as it seeks to investigate the impact and connection between periodic performance review on the performance of its employees. This study used a questionnaire to conduct descriptive research in order to discover the relevant concept. The questionnaire has been extracted from the literature and finalized by the expert's advice in the field a structured questionnaire was created using google form. There was a total of (10) questions -except the employee profile- in the questionnaire classified into two sections are: (A) Closes-Ended Questions and (B) Likert Scale Questions. Convenience sampling, also called as accident or haphazard sampling. The research was conducted by delegating the questionnaire to Oman airport employees,

with mixed gender distribution. A Pilot study was conducted prior to the distribution to the employees in the company prior to the survey. Approximately 100 employees were contacted online of which 74 employees have responded which is used in actual statistical analysis. The link between the research variables was examined using the SPSS software v25 to achieve the objectives of the research. After the study was completed, descriptive statistical variations were used to examine the data interpretation. The data analysed in two ways: as dependent variables and as independent variables.

### Hypothesis analysis

The multiple regression model with predictors produced  $R^2 = 0.591$ ,  $F \text{ value} = (19.017 \ 1)$   $p < 0.001$ . As can be seen in Tables, shows that ( $\beta \text{ Value} 0.473$  and  $p < 0.002$ ) for Clarity significant positive regression weights, indicating that predict employees' performances.

### Interpretation and analysis

The motivation of employees is crucial to accomplish the tasks assigned according to the operating criteria of the company (Indahingwati *et al.*, 2019). There are numerous factors which are affecting employee's performance while doing the periodic review, this research paper has investigated and collected data based on two factors which are motivation and clarity. Based on the primary data found by the usage of the questionnaire the mean of the motivation factor was the highest by the value of (4.1014) which indicates that the motivation is provided to all employees equally while giving the feedback of the performance. According to the secondary data in the coefficient table it is approved that motivation affects employees' performance, as employees' motivation and the performance has significant positive relation. Hence, when employees are reviewed regarding their working performance the employees are motivated to work better. Clarity is the other factor which is explored in this research, and it was approved by the data collected from the primary data source (coefficient table), (that from 74 respondents of Oman Airport employees), the clarity factors had a significance value of (0.002) which is less than 0.05 which approves that the clarity does impact on employee's performance. For further approval of this finding Islami, X et, al. 2018 has stated that even though employees that have clear roles and responsibilities provide better job performance, lack of information, conflict, and ineffective task performance is the main reason for their lower job performance.

It has been studied by Daniels & Daniels (2004) that the faster periodic feedback is delivered, the greater its impact on employee performance. Moreover, from the secondary data from t it was indicated that the ongoing and a series of reviews regarding the performance of the worker is better than the annual review. To support this fact, a survey was distributed among the Oman Air employees, and the primary data highlighted that 60% of the respondents agreed that the technique of reviewing which the company follow was effective, as the company uses periodic reviewing method. This shows that the periodic review has a significant effect on increasing the employees' performance.

Table 1

Correlation		Clarity	Motivation	Employee performance	Periodic review
Clarity	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	74			
Motivation	Pearson Correlation	.444**	1		
	Sig. (2-tailed)	.000			
	N	74	74		
Employee performance	Pearson Correlation	.496**	.508**	1	
	Sig. (2-tailed)	.000	.000		
	N	74	74	74	
Periodic review	Pearson Correlation	.773**	.912**	.587**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	74	74	74	74

\*\* . Correlation is significant at the 0.01 level (2-tailed).

(Table 4.15: Correlations)

Relationship between Clarity, Motivation and employee performance is significant with (r=.444, p <0.001) and (r=.496, p <0.001). Which shows that there is a positive moderate correlation. Further with Clarity and Periodic review is Significance (r=.773, p <0.001). On the other hand, Motivation, employee performance and periodic review is also significant with (r=.508, p <0.001), (r=.912, p <0.001). Moreover, the present study hypothesis H1 shows the relationship between periodic review and employee performance are statistically significant linear relationship (r=.587, p <0.001) is accepted. Because of clarity of periodic review, employee performance is connected one leads to other. Moreover, the motivation and employee performance are also significantly connected to each other, whenever the employee is motivated his/her performance will be increased. It is concluded that there is a significant relationship between clarity of periodic reviews and employee performance. Also, there is a connection between motivation and employee performance, each one leads the other significantly.

**Conclusion, discussion and recommendation**

The findings indicated that the employees who got frequent and monthly feedback have been working effectively with high performance attitude. Clarity of business goals and plan will result in better performance from workers. This report contains useful data which can be used for further studies, such as exploring other factors affecting the employee review process and employee performance. The objective was intended to explore some factors can affect the periodic review in Oman Airport. The two factors which are mentioned in chapter two are motivation and clarity. However, the results obtained from Oman Airport show that clarity and motivation effect the periodic review to a great extent. Both managers and employees stated “Yes” when they were asked “The Company asks you to give your feedback regarding how to improve the performance review?” It means giving them the opportunity to provide meaningful, actionable feedback is an important part of managing employees, keeping them motivated, and ensuring they are aligned with the goals. This was even highlighted in (Nadeem Iqbal *et al.*, 2013) research paper that the motivation factor carry’s a great impact while assessing and reviewing employees work, hence, they identified the motivated employee as an employee who is highly engaged and motivated in work (Guay, 2000; Vansteenkiste, 2007; Nadeem Iqbal *et al.*, 2013) and tries to perform to the best

of his or her ability. Moreover, it means employees to have the chance to give their own opinion in how to improve the review program based on their performance. in addition, According to McShane & Von Glinow (2003), motivated employees are even those who work towards goals that are clearly defined and take action to accomplish those goals, this proves that clarity and motivation are extremely important and has a great impact on employee’s performance review.

Moreover, according to the data collected from the statement “Managers are motivated to practice the periodic performance reviewing method” reveals that most respondents from managers are motivated to practice the reviewing periodically and this statement were answered by 10 managers where 8 of them were agreed and 2 managers were strongly agreed. However, as mentioned earlier, the results of clarity factor, the majority of the participants agreed that they have clear, planned goals and objectives exist for their job. Indeed, the employees’ answers show that most of them have planned and cleared goals to do their work in a proper way. Furthermore, knowing what is expected from employees can eliminate confusion and increases the employees’ performance. Regarding the statement “I know what is accepted from me.” most participants’ answers show that 51 (68.9%) agreed and 15 (20.3%) strongly agreed that they have clear expectations regarding their work.

According to the statement “Clear, planned goals and objectives exist for my job.” where 49 (66.2%) of employees agreed that the goals and objectives for their job are clear and well planned. According to that, it has been explored that, if workers are aware of how their work contributes to goals and how their work will be conducted with clear goals, they will be able to perform better. This in turn can help managers to improve the performance review methods, and more importantly, result in a greater likelihood of a successful business outcome. Regarding the theoretical chapter, the two factors which affect the periodic review i.e., Motivation and Clarity have an effective impact on employee's performance (Thangavelu & Sudhahar, 2017). These theories are concomitant with the answers received from the participants. Indeed, the data collected demonstrates that when employees have a better knowledge of how well they performed, what they should work on, and how their manager thinks about it, they feel better about themselves and produce better results.

The second objective was to investigate the impact of periodic reviews on employees' performance. As it has been stated in previous studies, employee performance must be followed up by continual feedback in order for employees to comprehend how "great" or "poor" they are performing (Njekwa Mate, 2006). However, as it was also mentioned earlier that periodic appraisal have an impact on employees because it provides an organized process for calculating wage increments and other awards, supporting this statement with the findings from Oman Airport, it has been investigated that (73 %) of employees answered the performance is reviewed monthly, when they were asked "How frequently the performance is reviewed?". Individual performance in a company or organization is professionally analyzed in order to improve the individual's overall output. This promotes cooperation, which leads to improved and more precise team measures and, as a result, improved performance outcomes. In addition (22%) of employees answered that the performance is reviewed on a periodic basis, and they stated that this reviewing method is also effective. According to the data that has been gathered from the statement, "The Annual Performance review is effective" shows that majority of respondents agreed to the effectiveness of reviewing annually. This will reveal that employee's performance in Oman Airport is reviewed annually (once a year) as well as periodically (monthly). According to (Liza Estino Daoanis, 2012), It is important to carry out an annual evaluation to evaluate employee performance so that continuous improvements can be made to maintain the organization's competitiveness, and this can be identified on answers of the employees of Oman Air of how the company conducts the annual reviewing method and at the same time the employees are satisfied, and the company is growing sharply.

Moreover, as has been investigated, the company's performance reviewing methods are also effective. As the majority of respondents confirmed that their performance is reviewed monthly when they were asked "How frequently the performance is reviewed?" So, this means that they are using modern methods of evaluating performance. moreover, a research paper was done by (Liza Estino Daoanis, 12) indicates that, an ongoing feedback process should take place throughout the year instead of being limited, as it has a great benefit to maximize employees performance and morality. According to the data that has been gathered from the statement "The modern performance reviewing techniques used by the company are effective." Shows that 43 (58.1%) of employees agreed and 25 (33.8%) strongly agreed that the reviewing techniques are highly effective. Furthermore, the time of providing the performance reviews for employees is suitable; a percentage of 40 (54.1%) of respondents agreed to the time suitability for reviewing. A performance review is conducted on a regular basis to evaluate an employee's performance against the job's stated or assumed standards. Members of the organization have understood exactly what is expected of them, as well as the criteria that will be used to evaluate their performance and results. Oman Airport has emphasized the significance of a good evaluation system by adding that it can identify a person's talents and weaknesses, as well as how to effectively exploit those strengths and overcome defects within a specific period.

## Recommendations

The motivation factor was a useful factor for increasing employee performance, based on the primary data suggesting continuing to use the same technique. Clarity was particularly crucial factor that impact on employee performance which provide better job performance, based on the primary data suggest following the same factor to provide better job performance. Provide faster feedback delivered to the employees it has a greater impact on employee performance, based on the lecturer review providing faster periodic feedback for the employees that affect the employee's performance. The techniques of reviewing which the company follows were effective, based on the survey using the periodic reviewing method is useful and effective to follow that increased the employee performance. The research scope was limited to only one airport branch and lack of previous research studies on the topic.

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