

Designing a Model for Pathology of Personnel Performance Appraisal in Zanzan Bureaucracies

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ABSTRACT

Performance appraisal is base of management decision making in bureaucratic system. The present essay is attempting to distinguish effectual and under affection variables in performance system.

The research method is data gathering method is a combination of questionnaire and library methods. The results of the research shows that effectual variables are appraiser characteristics, who will be appraisal errors, performance appraisal criteria, performance appraisal techniques, performance appraisal interview, communications, instrumentality, Organizational culture, and environmental factors. Under affection variables are: compensation system, designation of training needs, employee transitions and promotions, employment equity, and employee motivation. The final model concluded from library and theoretical studies and second part is conclude from correlation analysis and χ^2 .

KEY WORDS: Pathology of performance appraisal, Effectual variables, Under affection variables, comprehensive model of performance appraisal, Personnel performance appraisal system.

1. INTRODUCTION

Today, the management field has become very important due to its universal applications in advancement of societies. Managers, as the directors of organizations, must be perfectly familiar with scientific and applied techniques in management and learn skills in this field. With a wide range of the related branches, management also includes the management of human resources that has been improved a lot in promotion of organizational members and plays roles in this context. Research about the causes and shortcomings resulted from the deficiency of appraisal and using human resources management correctly in solving failures of the organizations has become very important today and it is refereed to as "pathology of human resources management". For survival and growth of any set including an organization, it is necessary to identify the weaknesses and the negative effects of its activity, and for eliminating its ineffectiveness, serious actions must be taken. Expedient examination of the damages of human resources management can play an important role for optimizing the activity of this unit and prepare it for an effective emergence in the organization. The staff appraisal system in human resources management is so important, that it can make an organization fail or succeed. A correct and effective appraisal of the staff is very important in encouraging qualified people and punishment of those not paying enough attention to the affairs. The appraisal system has its specific techniques, purposes and characteristics in any organization that have a high effect on the performance of the staff in achieving a comprehensive appraisal system. One of the ways for economic, social and cultural development and independency of any society is the governance of a comprehensive appraisal system in administrative organizations, i.e. if in examining the performance of the staff and promoting them, correct and comprehensive criteria are used, an administrative efficiency will be surely obtained in the whole country.

In summary, we can say that this research will emphasize on this point that which variables affect on planning a comprehensive valuation system. Of course, these variables are considered after pathology, i.e. examining which variables can prevent one from achieving a comprehensive appraisal system and what can be done to address the tasks of responsibilities of the managers of human resources and directing applied researches toward it due to its importance in achieving a comprehensive appraisal system. As Vankata [20] stated [20], the variables effective in performance appraisal must be examined and this can be done from inter-organizational dimensions including organizational texture and from dimensions outside of the organization including the culture and expedient factors.

2. Problem description and the importance of the subject

Due to the increasing necessity of addressing the human resources management, examining the criteria effective in specialized staff is currently very important, especially managers of the organizations. Appraisal of

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the staff is one of the main duties of human resource management that has a special place in designing the pattern of rewards and punishment of organizations. Governance of the comprehensive appraisal system is an ideal purpose that any society looks for it. The main question of the research is that if the comprehensive appraisal system has deficiencies in organizations, which variables effective on and affected by performance variables must be noted?

Therefore, the main subject of this research is to identify those damages caused due to the deficiencies existing in the appraisal system. It means that if appraisal is not properly conducted, various organizational problems exist. So this subject must be examined that which effects the variables related to the performance appraisal can have on the organization and which variables must be considered for pathology of performance appraisal. Thus, first the related variables must be identified and the role of human resources management must be recognized.

The reasons for proposing the subject of the research as "the pathology of performance appraisal " can be summarized as follows: 1. Performance appraisal in decision making of the personnel including promotions, increasing salaries, firings, etc, 2. Pathology of performance appraisal helps to find administrative deficiencies and solve them, 3. If the variables of performance appraisal are identified, pathology of performance appraisal is well conducted, 4. Pathology of performance appraisal can play an important role in achieving the objectives of the organization, 5. Performance appraisal has many effects on the motivation of the staff and its importance can be found as follows:

First, performance appraisal is widely used. Second, performance appraisal meets numerous aims that most decisions related to rewards, transitions, discharges, promotions and the likes have relations with performance appraisal. Third, the effects on people, i.e. the results of appraisal have a determining effect on the motivation or losing the spirit. Forth, the effects on organization that the results of performance appraisal can provide variable information about the performance of the organization as looking for employees, their selection, their direction and the processes of training [11].

One of the reasons of the importance of human resources management and researches about pathology of performance appraisal is the effect of the above actions on the strategy of the organization that is examined in various aspects [17].

3. Research background

One of the features of the present research about pathology of human resources management is the originality and novelty of the subject that according to the examination of dissertations of Tehran, Tarbiat Modares, Alameh Tabatabaie and Shahid Beheshti Universities, the research was novel in this dimension and it was not yet examined. However, some researches are conducted about various duties of human resources management, including a research titled "the review of the role of performance appraisal in improvement of the performance of the staff of the telecommunications company", by Fakhre-din Ahmadi and the guidance of the associate professor, Mr. Dr. Khorshidi in Shahid Beheshti University. In this dissertation, a relationship between performance appraisal and improvement in the performance of the staff and increase of their occupational motivation has been approved, and it has been approved that performance appraisal plays a basic role in training, promotion and selection in the telecommunications company and performance appraisal makes the staff aware of the objectives of the organization and creates a permanent governance over the performance of the staff. A second research titled, "a review of the reaction of the staff to performance appraisal", by Seyed Raoufi in Tehran University in 1991, with the guidance of Prof. Dr. Aliakbar Farhangi concludes the following results: in the view of 58% of the staff, performance appraisal is an effective factor in the emergence of talent and the increase of the motivation and 82% of the respondents also emphasized on the role of performance appraisal in increasing motivation and efficiency. Also, 75% of the people of the research believed that managers treat intentionally with performance appraisal. The final result is that behavior in the process of appraisal is an effective factor in motivation of the staff and also people in the organization tend to observe the results and the outcomes of good jobs. On the other hand, the personnel of the organization compare their jobs with those of the others and compare their results with those of others and the result of this comparison is effective in its motivations.

4. The framework of the stages of the research (figure 1)

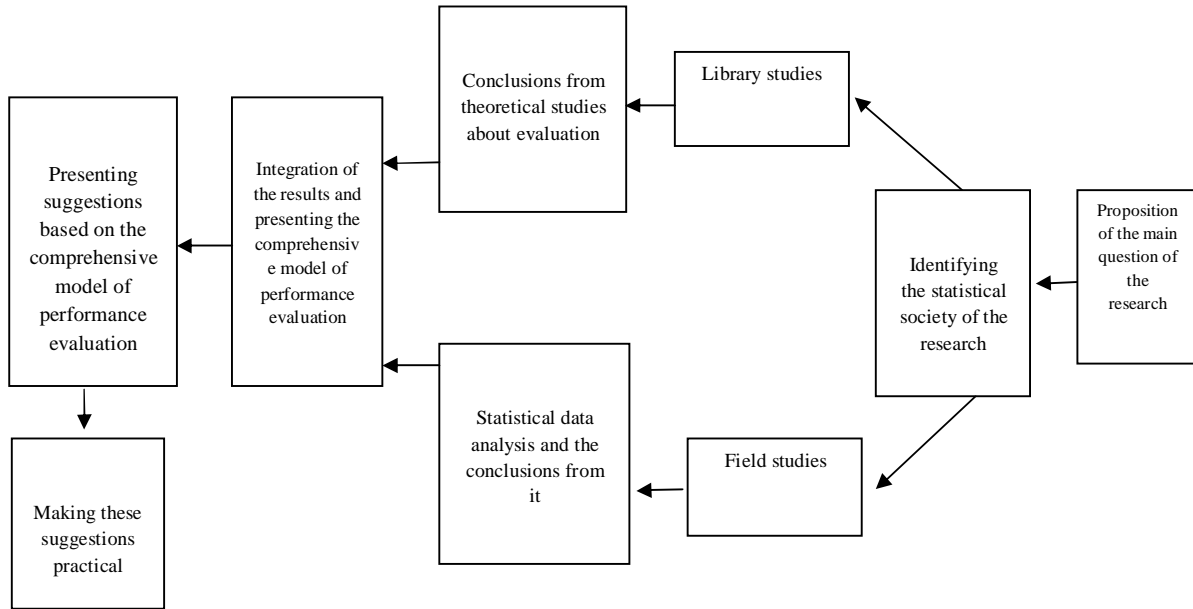


Figure 1: The framework of the stages of the research

5. Theoretical basis

Performance appraisal is a systematic appraisal of people in terms of their performance in job and their potential capability for development [4] and this important process sometimes faces with various damages, problems and errors and some criticisms are causes for performance appraisal [5]. Generally, damages to the process of performance appraisal or the defective variables effective in performance appraisal lead to a weakness in the system of the performance appraisal that are as follows: evaluating characteristics [8], this fact that who performs appraisal, i.e. the evaluator [3] & [6], errors of appraisal [10], [19] and [18], criteria of performance appraisal [9], techniques of performance appraisal [23] & [4], the interviews of performance appraisal, communication [15], instrumental logic [2], organizational culture [14], and environmental factors [21]. These eleven factors effect theoretically on the performance appraisal. Information of performance appraisal is also used in decision makings including promotions, transitions or in the case of reducing the volume for identifying likely firings. If appraisal is properly conducted, it will have many uses, including performance enhancement, data for personnel decisions and identification of employees with a high potential capability, creation of service line and planning for it, analyses of training and development requirements, discharges, identification of individual and organizational problems, narrative validation of the tests and selection and finding employees [20]. Therefore, identifying the objectives of performance appraisal accurately, the importance of research about damages due to not paying attention to this process becomes evident and its important place in planning human resources is emphasized. It should be noticed that performance appraisal of the staff will effect on the individual, the manager and his/her performance and finally, on the whole organization [16]. So for designing a comprehensive system of appraisal, damages caused by the human resources management to the organization and the staff must be identified, because recognition of diseases is the requirement of treatment, so this must be noted also in organization. Some researchers and scientists of management have addressed many kinds of damages of the organization on the staff and the people [22]. If performance appraisal of the staff is not properly conducted, some deficiencies and frequent damages are caused affecting on the whole performance of the organization. Some of these damages can be stated as follows: 1. Not recognizing educational requirements of the staff, 2. Not creating a logical system of encouragement and punishment, 3. Not creating a correct method of transitions, promotions and appointments, 4. Not providing payment programs based on efficiency, 5. Not enhancing a communicational system among the managers and the staff in the organization, 6. Not designing occupations correctly, 7. Not meeting deficiencies related to the practices of finding, attracting and selecting forces, 8. Not providing employment justice. Pathology of performance appraisal can be examined in various dimensions:

- a. Pathology of performance appraisal in educational dimension: since one of the aims of performance appraisal is to determine educational requirements [23], deficiencies in the process of performance appraisal will transmit to education. It means that one of the aims of the systems of performance

appraisal that is to determine educational programs will not be met [7] and as a result, the organization will be damaged.

- b. Pathology of performance appraisal in the dimension of transitions and promotions: since one of the aims of the systems of performance appraisal is to determine people can be transitioned [20], if this process can't distinguish capable people from weak people, finally non-qualified people will be promoted and capable people will become discouraged and severe damages will be caused to the organization.
- c. Pathology of performance appraisal in the dimension of the system of service rewards: in fact, the system of service rewards includes the salaries and the allowances [13] and all grants people receive in return for material and immaterial attempts in the organization; one of the aims of performance appraisal is to determine the amount of increasing the salary, the allowance, etc, i.e. to reward for services of the personnel [16]. Therefore, if performance appraisal has some deficiencies, non-qualified personnel will enjoy salary increase and other people not. The result is that finally, the organization will be damaged.
- d. Pathology of performance appraisal in the dimension of employment justice: the researcher believes that according to the studies conducted, incorrect appraisal s cause injustice in employment.
- e. Pathology of performance appraisal in the dimension of motivation: since there is a close relationship between motivation of people and the results of appraisal and according to the theory of justice, one of the results of a fair appraisal is a feeling of satisfaction in the staff, if the personnel find the performance appraisal unsuitable, they will take various actions including occupational absence or giving up their occupations [12] that shows their lack of interest and motivation and the organization will face with some problems.

6. The aim of the research

The most important aim of the researcher is pathology of performance appraisal through identifying variables effective in and affected by the process of performance appraisal .

7. Hypotheses of the research

The hypotheses of this research include a major and five minor hypotheses.

7.1. The major hypothesis

There is a direct relationship between the current system of performance appraisal of the staff and vulnerability of public organizations in the dimension of human resources management.

7.2. Minor hypotheses

H1: There is a direct relationship between the current system of performance appraisal of the staff and the weakness of the service rewards system.

H2: There is a direct relationship between the current system of performance appraisal and the weakness of identifying educational requirements.

H3: There is a direct relationship between the current system of performance appraisal of the staff and the weakness of transitions and promotions.

H4: There is a direct relationship between the current system of performance appraisal of the staff and the weakness of employment justice.

H5: There is a direct relationship between the current system of performance appraisal of the staff and the reduction of the staff's motivation.

8. Domain of the research

Temporal domain: from August 2002 to June 2003, it took about nine months.

9. Spatial domain

Public offices of Zanzan Province

10. Operational definition of the variables

10.1. Operational definition from pathology of performance appraisal: it is to identify variables effective in the process of performance appraisal and also to determine variables affected by the results of performance appraisal; if pathology is correctly performed, deficiencies are identified and the ways for eliminating them will become also clear.

10.2. Operational definition from vulnerability of the organization: in this research, it is those damages in the dimension of identification of educational requirements, fair payment of salaries, weakness in the way of transferring and promoting the staff and reduction of the staff's motivation that finally make the official system inefficient. In this research, the relationship between organizational damages and the deficiencies existing in the system of performance appraisal is examined.

10.3. Operational definition from the comprehensive appraisal of occupational performance: it is a process in which using correct criteria and techniques of quantity and quality of the performance of the staff is measured in terms of certain standards.

11. METHOD OF THE RESEARCH

The method of the research followed by the researcher is a survey method, a descriptive and analytical one.

12. Method of data collection

Using questionnaire and library studies.

13. The society and sample size

13.1. The society

The statistical society includes public offices of Zanjan Province including 240 managers.

13.2. Sample size

39 offices from offices of the province are examined as the statistical sample that composes 5% of the statistical society. The sample size is obtained by Koukran relation as follows:

$$n = \frac{n \cdot t^2 \cdot p \cdot q}{n \cdot d^2 + t^2 \cdot p \cdot q}$$

$$n = \frac{240 * (1.96)^2 * (0.5 * 0.5)}{240 * (0.5)^2 + (1.96)^2 * (0.5 * 0.5)} = 37$$

The resulting value shows the number of the accepted samples that for increasing the validity of the research, the number of the questionnaires distributed is about 120. In addition, the questionnaire was determined by Cronbach's alpha with the value 63%.

14. Methods of data analysis

After collecting data through questionnaires, using the statistical software SPSS and chi-square tests, the agreement correlation coefficient, the test of correlation coefficient, Kendall tau-b coefficient, the existence of a relationship and a correlation and its intensity among the above variables in the hypotheses were examined.

15. DATA ANALYSIS

15.1. Analysis of the major hypothesis

Hypothesis of the research: there is a direct relationship between the current system of performance appraisal of the staff (independent variable) and the vulnerability of the public organizations of Zanjan Province (dependent variable), especially in the dimension of human resources management. Since all five indexes of the major hypothesis are examined as the following minor hypotheses in the dimensions of deficiencies of the service rewards system, training, transitions and promotions, employment justice and motivation of the staff and a significant relationship has been confirmed between its dependent and independent variables, the major hypothesis of the research based on the existence of this relation is also confirmed.

15.2. Analysis of the minor hypothesis 1

Hypothesis of the research: There is a direct relationship between the current system of performance appraisal of the staff and the weakness of the fair payment system (H₁). (figure 2)

Chi-square test: with the degree of freedom 4 and the level of confidence 95% equivalent to 11.591 that is higher than the value of the table χ^2 (9.49), so it is in the region of support, i.e. the hypothesis H₀ is rejected and the hypothesis H₁ based on a relationship between the current system of performance appraisal and the weakness of the fair payment system is confirmed.

Pearson's agreement coefficient: due to the existence of a relationship between the current system of performance appraisal and the weakness of the fair payment system, this relation is as follows:

$$C = \sqrt{\frac{\chi^2}{\chi^2 + n}} = \sqrt{\frac{11.591}{11.591 + 52}} = 0.4268$$

The correlation coefficient: R=0.525, this value shows a positive and a strong correlation between the two variables, i.e. the current system of performance appraisal and the creation of a fair payment system, and this correlation is at a completely significant level (sig=0).

The test of correlation coefficient: $t = 0.525 \sqrt{\frac{52 - 2}{1 - (0.525)^2}} = \sqrt{\frac{50}{0.725}} = 4.27$, since the calculated t (4.27) is higher

than that of the table (± 2.00), the hypothesis H₁ based on a positive correlation between the two variables, the current system of performance appraisal, and the weakness of the fair payment system, is confirmed.

Kendall tau-b coefficient: 0.492, it shows a rather positive relationship and the positive sign of this coefficient shows a direct relationship, i.e., increasing deficiencies of the current system of performance appraisal (X106), the fair payment system will become weak.

Figure 2: Analysis of the first hypothesis

Conclusion about the first hypothesis: with the examinations conducted through chi-square test, correlation coefficient and Kendall tau-b coefficient, it was known that H1 based on the existence of a relation between the two variables, the current system of performance appraisal, and, the service rewards system, is confirmed. The result is that the deficiencies existing in the current system of performance appraisal causes some deficiencies in the service rewards system.

15.3. Analysis of the second minor hypothesis: there is a significant relationship between the current system of performance appraisal of the staff and the weakness of identifying educational requirements (H₂). (figure 3)

Chi-square test: with the degree of freedom 4 and the level of confidence 95% equivalent to 12.211 that is higher than the value of the table $\chi^2 (9.49)$, so the hypothesis H₂ based on a relationship between the current system of performance appraisal and the weakness of identifying educational requirements is confirmed, i.e. the deficiencies of the current system of performance appraisal causes the weakness in identifying educational requirements.

Pearson's agreement coefficient: due to the existence of a relationship between the current system of performance appraisal and the weakness of identifying educational requirements of the staff, this relation is as follows:

$$x = \sqrt{\frac{x^2}{x^2 + n}} = \sqrt{\frac{12.211}{12.211 + 50}} = 0.44$$

The correlation coefficient: R=0.451, this value shows a positive correlation between the current system of performance appraisal of the staff and the weakness in identifying educational requirements of the staff.

The test of correlation coefficient:

$$t = R \sqrt{\frac{n-2}{1-(R)^2}} = \sqrt{0.451} \sqrt{\frac{52-2}{1-(0.451)^2}} = 3.5, \text{ since the calculated } t (3.5) \text{ is higher}$$

than that of the table (± 2.00), the hypothesis H₂ based on the existence of a correlation between the current system of performance appraisal and the weakness in identifying educational requirements of the staff is confirmed.

Kendall tau-b coefficient: 0.414, it shows a rather moderate relationship between dependent and independent variables and the positive sign of this coefficient shows a direct relationship, i.e., if the deficiencies of the current system of performance appraisal increases, the weakness in identifying educational requirements increases.

Figure 3: Analysis of the second hypothesis

Conclusion about the second hypothesis: According to various tests, we conclude that the hypothesis H₂ based on the existence of the relationship between the current system of performance appraisal and the weakness in identifying educational requirements is confirmed. It means that the appraisal system has some deficiencies causing wrong identification of educational requirements. Since the current system of performance appraisal does not work properly, it can't distinguish those incapable employees from capable ones, so educational requirements of the staff are not determined.

15.4. Analysis of the third minor hypothesis

Hypothesis of the research: there is a significant relationship between the current system of performance appraisal and the weakness of transiting and promoting the staff (H₃). (figure 4)

Chi-square test: with the degree of freedom 4 and the level of confidence 95% equivalent to 26.471 that is higher than the value of the table $\chi^2 (9.45)$, so it is in the region of support, i.e. the hypothesis H₃ based on a relationship between the current system of performance appraisal and the weakness of transiting and promoting the staff is confirmed. It means that the deficiencies of the current system of performance appraisal cause the weakness in transiting and promoting the staff.

The correlation coefficient: R=0.728, this value shows a positive correlation between the current system of performance appraisal of the staff and the weakness in transiting and promoting the staff.

The test of correlation coefficient: $t = 0.728 \sqrt{\frac{52-2}{1-(0.728)^2}} = 0.728 \sqrt{\frac{50}{0.47}} = 7.357$, since the calculated t (7.357)

is higher than that of the table (± 2.00), the hypothesis H₃ based on a correlation between the current system of performance appraisal and the weakness in transiting and promoting the staff is confirmed.

Kendall tau-b coefficient: 0.685, it shows a direct relationship between the current system of performance appraisal and the weakness in transiting and promoting the staff i.e., increasing deficiencies of the current system of performance appraisal, the weakness in transferring and promoting the staff intensifies.

Figure 4: Analysis of the third hypothesis

Conclusion about the third hypothesis: According to the research conducted, the hypothesis H₃ based on the existence of a relation between the current system of performance appraisal and the weakness in transiting and promoting the staff is confirmed.

From the support of the above relation, we conclude that if the system of performance appraisal is not well conducted, transitions and promotions will not be correctly conducted. It means that those being transited or promoted won't have the required qualifications, and in contrast, those qualified won't promote. Therefore, severe damages are caused to the organization.

15.5. Analysis of the fourth minor hypothesis

Hypothesis of the research: there is a significant relationship between the current system of performance appraisal of the staff of the weakness of employment justice (H4). (figure 5)

Chi-square test: with the degree of freedom 4 and the level of confidence 95% equivalent to 37.93 that is higher than the value of the table χ^2 (9.49), the hypothesis H4 based on the existence of a significant relationship between the current system of performance appraisal and the weakness of employment justice is confirmed, i.e. the deficiency of the system of performance appraisal causes people with low capabilities to be introduced to the official system and it brings about employment injustice.

The correlation coefficient: R=0.835. This value shows that there is a positive correlation between the current system of performance appraisal and the weakness of employment equity.

The test of correlation coefficient: $t = 0.835 \sqrt{\frac{52 - 2}{1 - (0.728)^2}} = 10.562$, since the calculated t (10.562) is higher than that

of the table (± 2.00), the hypothesis H4 based on a correlation between the two variables, the current system of performance appraisal, and, the weakness of employment justice, is confirmed. It means that weakness in performance appraisal causes the weakness of employment justice.

Kendall tau-b coefficient: 0.80, it shows a very high relationship between both dependent and independent variables and the direct and positive relationship, i.e. the increase in deficiencies and weaknesses of the current system of performance appraisal, makes the weakness of employment justice intensify.

Figure 5: Analysis of the fourth hypothesis

Conclusion about the fourth hypothesis: According to the various statistical tests, we conclude that the hypothesis H4 based on the existence of a significant relationship between the current system of performance appraisal and the weakness of employment justice is confirmed. The confirmation of the above relation means that due to the role of performance appraisal, employment justice can't be followed completely, because when an appraisal test is conducted in the stage in employment and its results are not correct, non-qualified people get higher scores and are employed and justice is not followed.

15.6. Analysis of the fifth hypothesis

Hypothesis of the research: there is a significant relationship between the current system of performance appraisal and the reduction of the staff's motivation. (figure 6)

Chi-square test: with the degree of freedom 4 and the level of confidence 95% equivalent to 37.935 that is higher than the value of the table χ^2 (9.45). So the hypothesis H5 based on the existence of a significant relationship between the current system of performance appraisal and the reduction of the staff's motivation is confirmed, i.e. the current system of performance appraisal effects directly on the reduction of the staff's motivation.

Pearson's agreement coefficient: due to the existence of a significant relationship between the current system of performance appraisal and the reduction of the staff's motivation, this relation is as follows:

$$C = \sqrt{\frac{x^2}{x^2 + n}} = \sqrt{\frac{37.935}{37.935 + 50}} = 0.656$$

The correlation coefficient: R=0.849, this value shows a positive correlation, i.e. 0.85. If it does not have the needed characteristics, it can lead to the severe reduction of the staff's motivation.

The test of correlation coefficient:

$t = 0.835 \sqrt{\frac{52 - 2}{1 - (0.728)^2}} = 10.562$, since the calculated t (10.562) is higher than that of

the table (± 2.00), the hypothesis H5 based on the existence of a correlation between the two variables, the current system of performance appraisal, and, the reduction of the staff's motivation, is confirmed. It means that weakness in performance appraisal causes the reduction of the staff's motivation.

Kendall tau-b coefficient: 0.81, it shows a positive and direct relationship between both dependent and independent variables, i.e. increasing the precision of the current system of performance appraisal, the staff's motivation increases and the more the deficiencies of the system, the lower the staff's motivation will be.

Figure 6: Analysis of the fifth hypothesis

Conclusion about the fourth hypothesis: Considering the results of the statistical tests, the hypothesis H5 based on the existence of a relationship between the current system of performance appraisal and the reduction of the staff's motivation is confirmed. It means that the deficiencies existing in the current system of appraisal

make the motivation of the staff weak. Since the results of the appraisal is the basis of many decisions of personnel and management, if these results are not based on an exact and correct argument, those staff having lower qualification are rewarded and qualified employees are ignored, and this leads to the reduction of the capable and qualified staff and a severe damage is caused to the organization and its staff.

16. Conclusions

This section includes three parts: a. findings of the field study, b. findings of library (theoretical) studies, c. presenting a comprehensive model of appraisal

a. **Findings of the field study:** as it is proposed in the section, analysis of the hypotheses, the major hypothesis of the research was confirmed. i.e. the current system of performance appraisal effects on the vulnerability of public organizations. In addition, the minor hypotheses were also examined and the existence of a significant relationship between their dependent and independent variables were confirmed, and this result was obtained that the current system of performance appraisal causes weaknesses in the fair payment system, identification of educational requirements, the system of fair transitions and promotions, employment justice and the staff's motivation. Analyses of the data were conducted by the computer program SPSS and chi-square test, correlation coefficient, correlation coefficient test and Kendall tau-b coefficient. The main point is that all of the results obtained from statistical analyses in the comprehensive model of performance appraisal were reflected on the part of the variables affected by performance appraisal. This model is presented as the main result of the research.

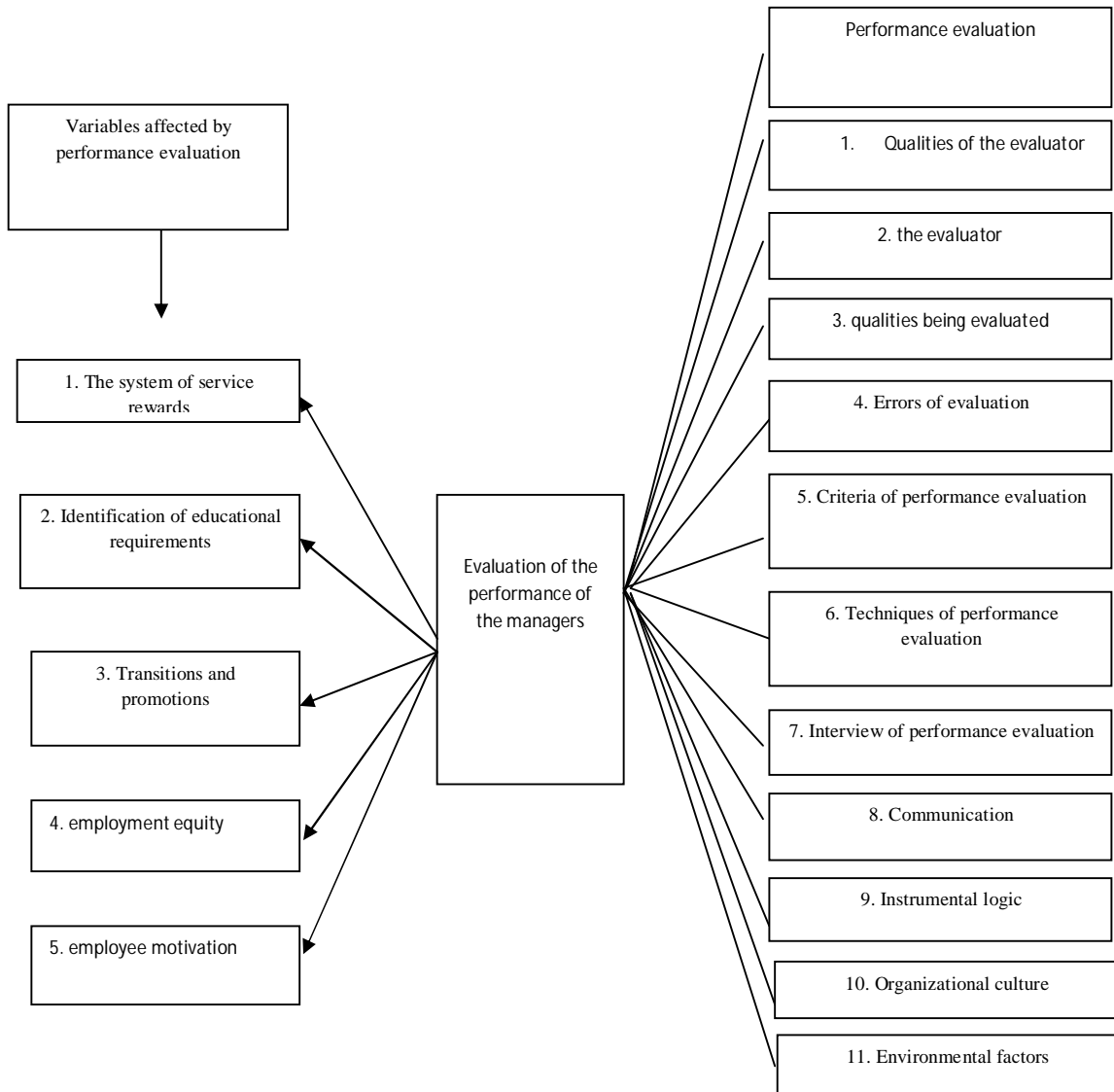


Figure 7: The comprehensive model of pathology of performance appraisal

- b. **Findings from library (theoretical) studies:** theoretical studies ended up a set of elements and factors effective in performance appraisal that these eleven variables effect on the general process of performance appraisal of the staff and the weakness of any of these variables causes the weakness and deficiency of the process of performance appraisal. These variables are as follows: 1. Evaluating characteristics, 2. Who performs appraisal , 3. The characteristics being evaluated, 4. Errors of performance appraisal , 5. Criteria of performance appraisal , 6. Techniques of performance appraisal , 7. Interview of performance appraisal , 8. Communication, 9. Instrumental logic, 10. Organizational culture, 11. Environmental factors.
- c. **A comprehensive model of pathology of performance appraisal:** using the findings from the library study in which the variables effective in performance appraisal were identified and the results from analyses of the questionnaires and the field studies effective in performance appraisal were examined, we obtain a model for pathology of the process of performance appraisal. In other words, if the process of performance appraisal must be accurate and correct, the variables effective in it must be accurate and correct and it must control them and care that a weakness in this process can have severe negative effects that are those variables being affected. The model is as follows: (figure 7 above)

17. Suggestions

a. Suggestions for pathology of performance appraisal in the dimension of the effective variable

- 1. Paying attention to the characteristics of the evaluator professionally and motivationally, i.e. those having experience, proficiency and the motivation of doing it must be employed, 2. Selection of a suitable evaluator for doing this, i.e. the suitable person or group is selected according to the conditions and the fact that the evaluator can be one's colleague, one's director or a group. 3. Asking cooperation and increasing scientific capability of the staff for improving the results of appraisal. Since those being evaluated are in one side of the process of performance appraisal, their characteristics and capabilities must be noted, 4. Since errors of appraisal have a direct effect on the results, it is necessary to make the evaluating managers familiar with those errors and prevent them from making them, 5. Making the evaluating managers familiar with quantitative and qualitative criteria of performance appraisal and the fact that in appraisal , both quantitative an quantitative criteria must be noted, 6. Making the evaluators familiar with various techniques of performance appraisal and giving suggestions about using them expediently that can improve the results of performance appraisal and its integrity and effectiveness. 7. Using appraisal interviews for improving the results of performance appraisal , 8. Making the evaluators pay attention to the role of technology and information communications in improving performance appraisal that is related to the dimension of improvement of the way of communicating with people and using new communication and information technologies, 9. This attitude must be created in the evaluators and the system of performance appraisal has its own value and a mere instrumental attitude to people must be avoided that has a high effect on the effectiveness and the efficiency of the organization, 10. The organizational culture must be changed to improve the role of performance appraisal and consider it as an important factor and the cultural contexts of accepting this process must be extended and appraisal must be done in terms of a perfect knowledge about the organizational culture, 11. The evaluators must pay a lot of attention to the role of environmental factors during performance appraisal, because if any environment is not noted during appraisal, an irrecoverable damage is caused to the organization, because the management will not be efficient without considering different environments.
 - b. **Suggestions for pathology of performance appraisal inn the dimension of the variables being affected**
 - 1. Managers must note that for improving the system of service rewards, the system of performance appraisal must be improved, because if appraisal s are done correctly, capabilities of the staff are identified and legal justice is followed, 2. The role of performance appraisal in identifying educational requirements must be noted and their relations must be considered carefully. Since education has a high effect on the promotion of the level of the organization and it has a direct relation with the results of performance appraisal of the staff, performance appraisal must be considered more realistically, 3. The relation of the results of performance appraisal and transitions and promotions must be noted and promotions and transitions must be based on the comprehensive system of performance appraisal and because of this relation, it must be tried to add the competence and integrity of this system and its weaknesses must be eliminated, 4. For following employment justice that has a special importance in the organization, the role of performance appraisal must be prioritized. Since the results of performance appraisal has a considerable effect on the survival of the staff and temporal employment of people, it seems necessary to follow them. 5. Managers must pay attention to the motivational role of the system of performance appraisal and it must be noted that if the system of performance appraisal is damaged, the staff's motivation is also damaged.
- For improving the process of performance appraisal, the comprehensive model of performance appraisal must be given a special attention and it must be applied practically to obtain effective results in the organization.

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