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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,

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