

Neapolis University

HEPHAESTUS Repository

<http://hephaestus.nup.ac.cy>

Department of Economics and Business

þý Master of Business Administration (œ'')

2015

Performance appraisal at the water development department of Cyprus

Christou-Tsangarides, Katerina

Business Administration Program, School of Economics Sciences and Business, Neapolis
University Paphos

<http://hdl.handle.net/11728/6955>

Downloaded from HEPHAESTUS Repository, Neapolis University institutional repository



PERFORMANCE APPRAISAL AT THE WATER
DEVELOPMENT DEPARTMENT OF CYPRUS

By

KATERINA CHRISTOU-TSANGARIDES

Master in MBA

Neapolis University Pafos

Pafos, Cyprus

2015

Submitted to the Faculty of NEAPOLIS UNIVERSITY PAFOS

in partial fulfilment of

the requirements for

the Degree of

MBA

Page intentionally left blank

PERFORMANCE APPRAISAL AT THE WATER
DEVELOPMENT DEPARTMENT OF CYPRUS

Dissertation Approved

Advisor

Dr. John Politis

Committee Member

[Name of the Committee Members in Roman script]

Dean/Program Director

[Name of the Dean of School/Program Director in Roman script]

Abstract

Performance appraisal of public servants is a very old practice intended to establish the skills and competencies of employees. In recent decades, however, the reduction of funds allocated for Public Administration and the aim for greater efficiency and effectiveness increased the concern over the possible use of available resources.

The purpose of this study is to explore the acceptance of the existing evaluation system in the Water Development Department (WDD) of the Cypriot government. The study includes a survey on employers of WDD in answering the following questions:

- i. Do they agree with the phenomenon of excessive flattering of civil servants with the assessment of "excellent"?
- ii. Do they accept the evaluating system?
- iii. Why a rating system is necessary?
- iv. What is the existing evaluation system?
- v. What or who is the reason for the phenomenon of complete flattering?
- vi. What is the quality of the existing evaluation system?

The results of this research were used to identify the parameters of the existing system and draw conclusions for the evaluation system currently used at the WDD. Moreover, this study refers to concerns about the role of top manager and problems arising from the need to balance between legitimacy and effective evaluation in the context of meritocracy, transparency and predictability.

Keywords

WDD – Water Development Department

Performance appraisal

Effectiveness

Commitment

Transparency

Human resources management

Promotion – evolution

Current System

Motivation

Acknowledgments

I would like to take this opportunity to thank my husband Antonis, my daughter Maritina, and my son Stylianos for their patience, support and encouragement all these two years. Double thanks to Stylianos for his patience during his nine months journey until his birth. I also thank my supervisor, Assistant Professor John Politis, for his time and commitment to my success, and for his patience and advice on all aspects of this study. Also my colleagues at the Neapolis University for sharing together two challenging and rewarding years. Finally I express my gratitude to my colleagues, those are, the employees at Water Development Department, who took the time to complete the questionnaires.

Table of Contents

1	Introduction	8
1.1	Performance Appraisal at the Water Development Department of Cyprus	8
1.1.1	Description of the Organization.....	8
1.1.2	Performance Appraisal at the WDD.....	10
1.1.3	Problem Statement.....	11
1.2	Research questions	12
1.3	Objectives of the Research	13
2	Literature Review	14
2.1	General.....	14
2.2	Definition of Performance Appraisal	14
2.2.1	Purposes of Performance Appraisal.....	15
2.2.2	Performance Management and Motivation of Employees	17
2.2.3	Performance Appraisal and Goal Setting.....	18
2.2.4	Weakness of the Current System of Performance Appraisal	19
2.2.5	Stages in a Performance Management System	20
2.2.6	Who Should Appraise Performance and How	21
2.2.7	Evaluator Errors	24
3	Methodology.....	26
3.1	Design of Study	26
3.2	Sample.....	26
3.3	Method of Data Collection.....	27
3.4	Ethical Considerations.....	27
3.5	Procedure Followed	28
4	Results	29
5	Conclusions and Recommendations	41
6	Bibliography / References.....	43
7	Appendices.....	46
	Appendix A. Questionnaire Assessing Performance Appraisal in the Water Development Department in Cyprus.....	47