

A Qualitative Research on Performance Evaluation Methods: The Sample of Kocaeli Province

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Extensive Summary

One of the most important factors that will enable businesses to achieve their aims is human resources. One of the human resources management functions is performance evaluation. In the business, the performance measurement is made in order to benefit from the human resources in the direction of the aims. Performance evaluation may vary from business to business. Despite these differences, there are problems in the performance evaluation process that are similar to each other in the enterprises.

As a result of the job analysis conducted in the human resources departments, certain standards are being set up. The performance evaluation shows how close the employees are to these standards. Performance evaluation results are used for human resources functions such as recruitment, training and development, career management, recruitment and rewarding. When performance evaluation results are detached from specified standards, low performance is the issue. Factors such as recruitment of incompetent employees, incomplete rewarding, stress, inadequacy of career steps, and excessive workload cause low performance.

The people to perform the performance evaluation vary according to the policies, strategies and size of the enterprises. Performance evaluation methods are generally divided into traditional and contemporary methods. There may be some faults in the performance evaluation process. These faults can be caused by performance evaluation method or performance evaluator.

The aim of this research, performance evaluation methods of organization in Kocaeli, is the attitude towards the evaluation of the application encountered faults and employees about what it is trying to draw a portrait.

Qualitative research asks questions such as what, how, when and why to discover a topic or phenomenon. Interview method, which is one of the qualitative research techniques, was used in the research.

Interview questions were identified by using the qualitative research questions and expert opinions examined in the literature as appropriate for the purpose of the research. For the aim of the study, data were collected and subjected to content analysis using a semi-structured interview technique.

In order to avoid data loss in negotiations, negotiations were recorded in writing and then transferred to the computer environment. Content and significance analysis were applied to the data obtained in the research.

The universe, the establishment place in the first 500 in ISO 2016, constitutes the public institutions in Kocaeli province, the enterprises which are in Kocaeli province. 113 institutions that responded to interview questions voluntarily within the parent body form the research sample. Since the data obtained from 30-40 units in qualitative research and the results are considered to be sufficient, 113 institutions were deemed sufficient for the research.

The findings of the qualitative research were evaluated as follows:

Authorized positions that have been seen in the institutions that have made the interview; 36 managers (31.85%), 24 human resources chiefs (21.23%), 12 deputy directors (10.61%) and 41 human resources-personnel accountants (36.28%).

In the institution, how do you measure the performance of employees and what methods are you using? 14 institutions (12,39%) 360 degrees, 10 institutions (8,85%) 180 degrees (360 degree performance evaluation method), 17 institutions (15,04%) , 10 officials were classical and 2 institutions (1,76%) stated that competence based performance evaluation method was used. 10 institutions (8.85%) refrained from commenting on the subject.

97 institutions (85.84%) stated that the first manager was the evaluator for the question of who is serving as the evaluator in our business. 11 institutions (9,73%) stated that multiple evaluators were present, while 5 institutional officials (4,42%) did not comment on the matter.

94 institutions (83.09%) said that they had problems and 19 institutions (16.81%) said that they did not have any problems because of evaluator's faults.

Participants; when the employees whose performance is assessed are asked what questions they are displaying negative attitudes; 45 institutions (39.82%) refrained from responding while 14 institutions (12.39%) stated that they did not encounter any negative attitudes, 54 institutions (47.79%) said that they faced with negative attitudes and behaviors.

As a result of the interviews with the institutional officials voluntarily participating in the research; Classical and contemporary performance evaluation methods are applied as performance evaluation methods in related institutions. Organizations that implement contemporary performance evaluation methods; 360-degree feedback, performance evaluation by objectives and competency-based performance evaluation methods. Some organizations that have implemented their own performance appraisal methods have found that some organizations have applied a 180-degree performance appraisal method to upgrade to 360-degree feedback performance appraisal.

Only one of the institutions that participated in the survey formed its own performance evaluation method.

It has been determined that the performance evaluation methods of domestic and foreign capital institutions are different in the survey.

Dissatisfaction of employees, negative attitudes towards performance evaluation and behaviors. In the study, it was determined that employees showed negative attitudes and behaviors after performance evaluation. These; the decrease of the motivation of the employees, slowing down the work, coming to work late, absenteeism is the behavior of the institution.

In the performance evaluation method for the targets, the management and the subordinates set the mutual targets together, so there is a consensus on both sides. This situation; while being able to participate in management for subordinates, it is becoming more motivating and motivating to reach the specified goal. The worker knows for himself whether he has achieved the result he wants to achieve. Therefore; it is quite natural that no negative attitudes are encountered by mistakes and employees during the evaluation.

As a result of the research; it can be argued that classical and contemporary methods of performance evaluation methods take place at the same weight in practice. It has been determined that most of the institutions that apply contemporary performance evaluation methods apply the performance evaluation method for their targets. It has been determined that evaluator error, employee's negative attitudes and behaviors are not encountered in the performance evaluation method for the targets for both private and public institutions. In this respect, it is considered that the use of the performance evaluation method for the targets in the institutions will become more widespread.

Whether classical or contemporary performance evaluation methods are used, it is important to establish a fair and reliable performance evaluation system to minimize or eliminate performance evaluation errors. In order to achieve this aim, it is possible to establish a unique performance evaluation method according to institutional policy, corporate culture, institutional strategy, management style.