

# Evaluating Output by a **Blue** Measuring Tape

*Performance Appraisal (PA) system is an important Human Resource Management (HRM) practice designed to evaluate whether employees at various levels achieve their assigned standards. The information generated from the PA system helps management to implement administrative decisions and acts as a output-reward mechanism for each employee.*

Study started with a semi-structured interview conducted to 22 Appraises with over seven years of PA familiarity, to explore how they experienced the system of PA. Questions were based on three aspects of the PA process: the criteria allocation; the rating awarded; and the feedback given by the Appraisers. The Appraises' responses successively guided the study to construct ten further questions which were then asked to eight Appraisers. The main aim was to verify which attributes/criteria are highly recognised under the PA system and how these may or may not fall under any gender rational.

## Findings

- Teamwork criteria was a common theme that Appraises' output was measured on.
- Teamwork criteria was measured in terms of how much an employee used to socialise outside working hours.
- Appraisers justified its importance as brining benefit to the customer and to know their employees better.
- Majority of the female Appraises were dissatisfied with the teamwork criteria.
- All male Appraises agreed with this criteria and they even tried to protect such criteria, even though they knew that not everyone can attend these events regularly.

## Conclusion

Women are still considered to have a dual role in the society; that of the paid employee and the caring partner or mother. Women strive to achieve this specific criteria, because, if women attend to these events they are seen as they are lacking from their caring domestic obligations, but on the other hand, if they do not attend these events they are lacking organisation commitment. To be awarded a high rate within the PA system, women need to extend their caring responsibilities by organising such events, while men need only to attend such events.

## What are the implications of the findings?

- Organisation is basing its management decisions on productivity outside the organisational spatial and temporal standards.
- Employees' output are measured by a criterion that fits more to men than to women due to the social constructed gender roles.

*Janedoe (Appraise):  
'...a teambuilding event, you shouldn't assessing me, .....activities that you have to attend and it is from 7 in the evening till 11 at night..... you know that those who have to look after the kids, they would have a problem'*

