

## The reality of modern methods applied in process of performance assessments of employees in the municipalities in Gaza Strip

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### Abstract

The research aims to identify the reality of modern methods applied in the process of performance assessments of employees in the municipalities of Gaza-strip, Complete Census method of community study was used, (571) questionnaires were distributed to all members of the community study, (524) questionnaires were recovery with rate of (91.76%). The most important findings of the study: There were statistically significant relationship differences between the applications of modern methods in the performance assessments of employees in the municipalities of Gaza-strip. There was statistically significant relationship between the evaluation criteria that fit the required performance and the application of standards evaluations on performance of employees in the municipalities of Gaza-strip. There was statistically significant relationship between the use of methods, models for the evaluation of appropriate functions and the application of the performance assessments of employees in the municipalities of Gaza-strip. There was statistically significant relationship between the feedback and the application of performance assessments of employees in the municipalities of Gaza-strip. There was statistically significant relationship between the efficient, professional assessors and the application of the performance assessments of employees in the municipalities of Gaza-strip. There was statistically significant relationship between the extent of awareness of subordinates, participation in the evaluation of their performance and the application of the performance assessments of employees in the municipalities of Gaza-strip.

The research also concluded a series of recommendations, including: that the design of evaluation models must be done with the participation of the employees and inform them of it, and that a date must be set to provide feedback and discuss the results with them, that they should be allowed grievance in front of an ad hoc committee in accordance with the known system. Direct manager must inform employees of their performance assessment date, discuss the results of the evaluation with them, and others should be involved with the direct manager of employees in their performance evaluation. The application of modern methods of performance evaluation through the good and purposeful planning should be used, analyzing and employing the results in administrative decisions regarding the employees, and the application of modern methods must be used in an effective and efficient performance evaluation.

**Keywords:** Modern methods of performance evaluation, functional analysis, evaluation criteria, municipalities of Gaza-strip

### 1. Introduction

Because the process of the performance of the human element evaluation is a complex process in which many of the forces and factors overlap, the heads of supervisors and officials in the human resources departments in the various facilities should plan very well; follow logical steps in sequential order to achieve the performance objectives of the evaluation (Shawish, 2005) [33, 34]. It is necessary for the municipalities of Gaza-strip to take the process of integrated comprehensive assessments, as a means to invest in the human resources as much as possible and to maintain morale at the highest levels, working on inducing, exciting, and motivating them constantly, in line with the interest in the application of modern methods of performance evaluation as an input to invest in human resources, and improve the performance level of employees.

### 2. Research problem

The municipalities of Gaza-strip suffer from many problems, including the presence of obstacles facing the performance assessment process (Awad, 2005) [17] and the presence of the problems facing the evaluation process. Previous studies have confirmed the existence of obstacles related to functional analysis, evaluation criteria, models used in the evaluation,

feedback process, the role of the assessor, training of supervisors on evaluation as well as the role of subordinates (Credy, and Al-Atawi, 2009) [19]. Furthermore, the existence of administrative obstacles related to the environment of the municipalities of Gaza-strip (Abu AL-Ajeen, 2010) [6].

#### 1.1 Research questions

Q1. What is the reality of modern methods applied in the performance assessments of employees in the municipalities of Gaza-strip?

#### 2.2 From the main question pops the following questions:

Q1.1. Is there an effect of functional analysis of the performance assessments of employees in the municipalities of Gaza-strip?

Q1.2. Is there an effect of the evaluation criteria in the performance assessments of employees in the municipalities of Gaza-strip?

Q1.3. Is there an effect of the use of methods and assessment models in the performance assessments of employees in the municipalities of Gaza-strip?

Q1.4. Is there an effect of feedback on the performance assessments of employees in the municipalities of Gaza-strip?

Q1.5. Is the efficiency and profession of managers have a relationship with the performance assessments of employees in the municipalities of Gaza-strip?

Q1.6. What the extent of awareness of subordinates for their role and participation in the evaluation of their performance in the performance assessments of employees in the municipalities of Gaza-strip?

Q2. What degree of modern methods applied in the performance assessments of employees in the municipalities of Gaza-strip?

### 2.3 Research hypotheses

**H1:** There is a statistically significant relationship between the application of modern methods and operations of the performance evaluation of employees in the municipalities of Gaza-strip.

#### 2.4 The following assumptions are branched from it:

**h1-1:** There are significant relationship differences between the functional analysis and the application of modern methods in the of the performance assessments of employees in the municipalities of Gaza-strip.

**h1-2:** There is a statistically significant relationship between the evaluation criteria and the application of modern methods in the performance assessments of employees in the municipalities of Gaza-strip.

**h1-3:** There are significant relationship differences between the use of methods and assessment models and the application of modern methods in the performance assessments of employees in municipalities of Gaza-strip?

**h1-4:** There is a statistically significant relationship between the feedback and the application of modern methods in the performance assessments of employees in municipalities of Gaza-strip.

**h1-5:** There are significant relationship differences between the efficiency and profession of managers and the application of modern methods in the performance assessments of employees in municipalities of Gaza-strip.

**h1-6:** There is a statistically significant relationship between the extent of awareness of subordinates for their role and participation in the evaluation of their performance and the application of modern methods in the performance assessments of employees in municipalities of Gaza-strip?

### 1.5 Research objectives

1. Identify the reality of modern methods applied in the performance used in the evaluation of the municipalities of Gaza-strip.
2. Analysis of modern methods applied in the performance used in the municipalities of Gaza-strip and the contribution of the improvement of evaluation.
3. Provide suggestions and recommendations which help in solving modern methods applied in the evaluation of performance problems and grumbling employees from its results.

### 3. Research importance

- 1 Raise the level of performance of employees in the municipalities of Gaza-strip on the basis of the results of the application of evaluation of their performance, which improves the image of the municipalities of Gaza-strip with inhabitants.

2. Contribute to the optimal use of human resources in the municipalities of Gaza-strip and increase the efficiency and effectiveness of them.
3. Enhance trust between managers and subordinates through their sense of fairness and objectivity in the transportation, promotion and incentives related to the results of the application of modern methods in performance evaluations.
4. Provides application of modern methods of performance evaluation of a written record and documented to support the promotion decisions, insulation, transport, bonuses, and improve communication with employees through their participation in the application of evaluation of their performance and provide feedback to them.
5. Employees sense responsibility for the perception that the results of the performance of their career and their behavior would be evaluated, forcing them to work, to enjoy the benefits and rewards offered by Performance evaluation systems.
6. Promote a culture of performance among employees in the municipalities of Gaza-strip (assessor and being assessed) alike.

### 4. Performance evaluation

The performance appraisal process of the basic functions of human resource management is a pillar of the main pillars of influence in the fields of development and growth of the various institutions, whether in the public or private sector. This process occupies a distinct importance in public institutions, as the human element represents the most important resources possessed by these institutions compared to other resources, because of the pivotal role played by this component in achieving the ultimate goals of public institutions, which often provides multiple services necessary for each member of the community (Anaya, 2010), and the performance evaluation is considered descriptions organizer of the strengths and weaknesses associated with the job either individually or collectively, and that serve two purposes in the organizations, the development of the performance of employees job in addition to the supply of managers and workers with needed information for decision-making, and then we find that the performance appraisal process refers to the continuous, essential functions of human resources, which seeks to find out the strengths management Position and weaknesses of collective or individual performance during a certain period and judge the performance of the extent of work in progress, in order to provide objective basis for making decisions about a lot of human resources policies in the organization (AL-Moghraby, 2007) <sup>[12]</sup>.

Definition of performance evaluation: a formal system to review and evaluate the performance of the individual or team for the tasks assigned to them, while the performance evaluation is important when there are teams in the organization, but the focus of most of the companies have on the individual's performance assessment, apart from that, the effective evaluation system serve to assess achievements, and the development of plans for the development and achievement of the goals (Mondy and Others, 2006; Naser, 2006; Naser & Sulisel, 2000) <sup>[23, 32]</sup>, it also analyze patterns and levels of performance of employees and treat them and determine the degree of current efficiency and expected to rationalize and evaluate these patterns and levels to maximize their strengths

and their weaknesses (Mustafa, 2010; Abu Naser et al., 2016)<sup>[24, 28]</sup>, Assessing performance is a process carried out by the human resources department or managers in the organization to identify, assess, evaluate, record the performance and real behavior of workers on the job. This process is a formal for assessing the behavior associated with the job of employees to try to identify the causes of the current performance and address the shortcomings and weaknesses in it and improve it in the future (Dora, and Al -Sabagh, 2008; Naser, 2015, Naser et al., 2012)<sup>[20, 25, 27]</sup>.

#### 4.1 Modern methods of performance evaluation

(Abdul Baqi, 2000)<sup>[4]</sup> refers to the presence of much criticism directed to the traditional methods of evaluation because of its reliance on the personal characteristics of subordinates rather than reliance on the possible targets of the performance achieved and measured. It also suffers from personal bias of the heads, and therefore began to think of developing it to become the best ways of evaluating the performance of individuals, and among those modern methods the followings:

1. Plurality of evaluators and sources of information (evaluation with degree 360): the plurality of evaluators and sources the information indicate to the joint assessment of the case, which does not depend on one evaluator, or a single source of information in the employee performance evaluation (Al-Salem, 2009) and (Mustafa, 2010)<sup>[24]</sup>.
2. Critical facts method: the decision here based on an act or behavior shown by working toward an event, and here we must point out that the core is a fixed facts, not just opinions, which are considered as acts carried out by the worker, whether a negative or positive events (AL-Sayrafi, 2003) and (Abu Sheikha, 2010), under which the individual performance evaluation in a material fact, or the important work carried out where the evaluator logs events, desirable achievements and undesirable for the performance of the individual that affect the success or business failure, which in turn avoid bias (Mondy and Others, 2006)<sup>[23]</sup>.
3. Evaluation based on results: This method is based on taking the results or the gained results by the Working as a basis for evaluating performance, and this method develops a kind of spirit of cooperation between the manager and his subordinates in a manner that achieves the wishes of the worker and co-operation of managers and objectives of the organization. Experiments showed the success of this method and made fruitful results (Shawish, 2005)<sup>[33, 34]</sup>.
4. Gradual behavioral measure: this way is distinguished by the scale of behavioral graded as being able to increase the stability factor to the evaluator, depending on clear and private defining of dimensions and the behavior of the performance that are measured, and its flaws it may taint the results of bias when retrieving information from subordinate (AL-Moghraby, 2007)<sup>[12]</sup>.
5. Compulsory selection method: This method is characterized by its ability to achieve objectivity in the evaluation, evaluator does not know when he choose the features which important each for the employee or not. As it characterized by forcing evaluator to study the employee's performance accurately and give the analytical provisions of phrases, to see how they conform to the

behavior and characteristics of the employee (Abu Sheikha, 2010).

6. The method of field research: This method is characterized by the oral procedure that is where to get the data which leads to obtain more data on the individual being evaluated as supervisors will say more things about that individual freely than if they submitting it in writing. Its short comings are expensive and time, it may take too long for the completion of the evaluation process, as well as the absence of employee whose performance is being evaluated and this may affect the integrity of the results or objectivity in some cases (Shawish, 2005)<sup>[33, 34]</sup>.
7. The method of collective appreciation: the performance evaluation form one employee is done by a committee of members, one of whom is the direct manager of the employee. In spite of the direct manager who is the owner of the authority in employee performance evaluation, under this method, however, the prior knowledge that assessment, which will be discussed with him by the committee will make it more accurate and careful in his assessment, this is a feature of the advantages of this method, and the results of this method in evaluating the performance of employees based on objective than other methods (Shawish, 2005)<sup>[33, 34]</sup>.

#### 4.2 Responsibility for conducting performance evaluation

1. The performance appraisal process is a compilation of information and the most important actors that can carry it out and a source of reliable evaluation of performance as seen (Shawish, 2005)<sup>[33, 34]</sup> as follows:
2. Direct manager: that the most appropriate person with sufficient information available to him on the employee's performance is the direct boss, as the person who is fully aware of everything related to his subordinates and assess the level of competence in the work, but there are some authors warn against relying entirely and final direct manager only, as this description will give him room to control the measurement and create a bias and favoritism results, so stress on the administrative level higher than the direct head to review of the findings by the evaluation so as to ensure objectivity and to ensure its integrity and authenticity before submission to the final Board (Hammoud , and Al-Kharsha, 2005) and (Shawish, 2005)<sup>[33, 34]</sup>.
3. Chairman of direct manager: chairman of direct manager share workers in the process of evaluating of their performance to ensure objective evaluation process and ensure its validity, as well as to resolve the bias problem that may occur by direct manager, and to make sure that the employee achieves the desired objectives in an integrated and holistic framework with the objectives senior management, and that the employee has sufficient knowledge to perform what is asked to do (Al-Salem, and Al-Saleh, 2002).
4. Self-Assessment: The employee performs a private assessment if the individual has already participated in the deliverables to be set and the criteria used in the evaluation, and uses this evaluation by employees for the purposes of developmental and not for the purpose of passing judgment on a particular performance, and the advantages of this approach is to involve the employee in the evaluation process, and helps to identify the employee

- roles, and reduce the chances of conflict in the roles, and then used in the management by objectives is widely and makes employees more committed to achieving the goals that were involved in determined, and therefore use of the employee to evaluate himself requires him to have consciousness and objectivity, and which may not be present in all staff (Dora, and Al-Sabagh, 2008) <sup>[20]</sup> and (Mondy and Others, 2006) <sup>[23]</sup> and (Shawish, 2005) <sup>[33, 34]</sup>.
5. Counterparts at work: Each employee evaluates his colleagues in the groups under the close supervision of the manager, and the reason for that is the employees have enough information about the behavior of their colleagues and their performances and achievements. This can be taken for guidance to help in reaching to an objective judgment in the evaluation process (Shawish, 2005) <sup>[33, 34]</sup>.
  6. Subordinates: the subordinate assess the performance of his boss through his opinions and information available to him for his boss performance and conduct at work as a result of the constant daily communication between them, and in general it can be said that the majority of installations are assigned the task of performance measurement and evaluation to the direct manager of the individual, while providing a means to reduce the likelihood of evaluator bias in the measurement process and evaluation (Shawish, 2005) <sup>[33, 34]</sup> and (Nasrallah, 2002).
  7. Human Resources Management experts: Sometimes experts human resources management from within or outside the institution used in the process of evaluating the performance of staff, and assist the evaluators to explain the dimensions of the process and its objectives and method of conduct (Al-Salem, and Al-Saleh, 2002).
  8. External evaluation: the feature of this type of evaluation is that the outer evaluator may give an objective picture, but he may not be integrated into the competition and the daily self-friction with staff. The disadvantages of this method, it requires money and the expense the organization may not afford, and external evaluator may not have enough time to find out the dimensions of the work of the employee and may be beguiled by outward appearances, this kind is used to evaluate jobs with a high degree of risk and sensitivity (Dora, and Al-Sabagh, 2008) <sup>[20]</sup>.
  9. Customers and clients: here we find that customers and clients, representing the appropriate body that can provide observations on the performance of employees are the best source to get the data and information required (AL-Moghraby, 2007) <sup>[12]</sup>.
  10. Committees: Here you can set up a committee consisting of the heads of departments are working directly, linked, and have knowledge about employee being evaluated. The committee develop a joint assessment for each subordinate and this assessment is a report summary provided by each member of the committee (AL-Maghreb, 2007).
  11. Actual performance compared with the standard of the employee: These steps are necessary to determine deviations between the approved standards and performance and the actual disclosure, what is important in this step is the possibility of the manager to reach a true and honest result which reflects the performance of the actual employee with conviction on the part of working with this result, because the results of the evaluation have a significant impact on the morale and future communication in performance (Abbas, 2003) and (Mustafa, 2010) <sup>[24]</sup>.
  12. Feedback: The feedback process is not a simple operation as seen by (Abbas, 2003) and (Rashid, 2001), due to its impact on the feelings of employees, so it has to be some appropriate methods to reduce the negative effects and achieve its objectives.
  13. Right of appeal: It is essential when developing a performance evaluation system and to implement it on a sound basis, it must be open for workers appeal, those who feel unjust about their assessment results, a higher administrative authorities specializing in reviewing these results can review them. The right of appeal is useful in that it makes evaluating managers more serious, objective and fair when measuring performance as they will be responsible for the validity of their estimates, in addition to this it creates the confidence of the workers followed the fairness of performance measurement (Maher, 2006) and (Rashid, 2001).

### 4.3 Difficulties in the application of modern methods of performance evaluation

There are many difficulties facing the performance appraisal process, and the consequent of the non-objective provisions, directly affect the effectiveness of this process, and often these difficulties are the result of the evaluation system itself, or resulting from the evaluator or administration responsible for the applying the system, and there are difficulties related to subordinate which their performance are being evaluated (Abdul Baqi, 2000) <sup>[4]</sup>, and these difficulties are mentioned by both (Shawish, 2005) <sup>[33, 34]</sup> and (Abdul Rahman, 2010):

1. Behavioral problems related to the evaluator: halo effect, the tendency to the moderation in the assessment, fall into the personal biases, and the tendency to random evaluation (evaluator is not interested in doing the assessment), an error of modernity, influenced by the positive behavior, divergence error, regulatory effects (different appreciation depending on the purpose).
2. Behavioral problems related to subordinate whose performance being measured: errors related to subordinate whose their performance is evaluated, as follows (Shawish, 2005) <sup>[33, 34]</sup> the subordinate does not know what is required from him, the inability of the subordinate to perform what is required of him, the subordinate do not understand the evaluation system, subordinate feels injustice and insecure, the tendency of subordinate to laziness, and lack of interest in the results of the evaluation.

### 5. Previous studies

Study of (Bahar, and Abdel Wahed, 2011) <sup>[18]</sup> that the staff feel injustice and inequality during the application of the evaluation process. They belief that they deserve high marks, they maintained high capacities, residents carried out the evaluation process at random, for their inability to apply the evaluation process in a scientific manner, and not to use the records in the evaluation process and periodically, assessment models do not cover all the aspects to be evaluated. There are statistically significant differences due to age, as the maturity of the employee makes it more objective in his behavior and



evaluation. There are statistically significant differences attributed to the educational qualification.

The study of (Abu Hatab, 2009) <sup>[7]</sup>, which showed a statistically significant differences between the effectiveness of the performance appraisal system and all of the functional analysis, standards and assessment methods used, and feedback. The study showed there were no significant statistical differences in the study sample which is attributable to personal variables responses represented in (gender, age, years of experience, qualification, job title, job class), and that the criteria used for performance evaluation is a few, and methods used in the performance appraisal process is inadequate and is not suitable for the nature of work and relies on managers observations leading to a lack of justice and bias. Performance evaluation system is not designed by a professional competent, the evaluation process does not take place on a regular basis and are not subject to review or development, as recommended by the study of the importance of reviewing and updating the process of functional analysis periodically, as well as the need for a system of feedback and activate the rewards and material incentives and moral system and to be linked to the process of performance evaluation.

The study of (Abu Madi, 2007) <sup>[8]</sup>, which showed that there was a statistically significant differences between the performance appraisal process and the obstacles that arise on each of the (process of functional analysis followed in the institution -requirements - assessment procedures - Interview Performance Evaluation - Evaluator - role the training process), the study indicated the presence of significant differences in the study sample due to the variable workplace responses, the study showed that it does not update the functional analysis in universities continuously, and that the performance appraisal process is not followed by a positive or negative incentives, the views of the sample is negative to interview performance evaluation and evaluators are trained to do a performance evaluation,. The study recommended reconsidering and taking into account the privacy of jobs, use more than one model by jobs, the importance of developing and activating incentives and rewards system, enforcing evaluators into a training process, and the importance of spreading the culture of performance among all employees due to the importance the performance evaluation.

The study of (Awad, 2005) <sup>[17]</sup>, which concluded that there is no high committee to oversee the evaluation system, the absence of a functional analysis of all jobs which define the tasks and specifications clearly, the presence of a defect in the development and characterization of the criteria used and the lack of its development, inadequate valuation models and does not measure the actual capacity of the employee, and do not use results of the analysis and the feedback. There is an urgent need to re-formulate training either before the evaluation process or after. The process of receiving complaints and objections is not systematic and not well thought out, employees are not familiar with a ways write complaints or deal with the reactions of the employee with a bad performance. The study recommended the involvement of the direct manager, the training of superiors and subordinates on the evaluation processes and the need for good preparation for the assessment processes at all levels, the administrative give the direct managers involved the authority to grant bonuses and incentives to boost confidence between the parties.

The study of (Al-Nono, 2004), which showed a lack of staff performance appraisal system requirements, the system lack of scientific and objective criteria, the evaluation process rests with the direct superior, the employee is not informed of the date of evaluation process and evaluation models, there is weakness in the staff level of those in charge of the evaluation process, there is a lack of interest in analyzing the results of performance appraisal, the lack of feedback on the assessment results, the system does not allow employees to apply for complaint grievance on the results of their evaluation, staff are not convinced with the effectiveness and the ability of performance to achieve their ambitions and the evaluation system raise their level. As it turns out there is no relationship between the staff look of the performance appraisal process and between age, job level, and years of experience of the staff. The study recommended that the evaluation process to be made periodically, an extension should be available with a performance evaluation model that explains the various items used in the model, the development of labor standards quantitatively accurate and to be adopted by more than one body for assessment, attention to analyzing the results of the assessment, the need to provide feedback formally, and that the system allows the grievance of the evaluation results.

The study of (Abu Sheikha, 2005), which found that staff awareness with different career classes is not an objective process of evaluating their performance, there are statistically significant differences in the staff awareness and the extent of evaluation objective of their performance is attributable to some of the personal and functional characteristics, there are obstacles surrounding the assessment, including the process related evaluation system itself and some of which goes back to the evaluator. The study recommended the creation of a system for the characterization and classification of jobs, adoption of the basis for multiple valuation models, the definition of the elements of the assessment precisely and clearly, training evaluators in order to equip them with behavioral and technical evaluation skills, the involvement of the person subject to evaluation in the discussion of evaluation, providing him the opportunity to get to know the extent of the progress made in achieving the objectives relating to his lead in the work.

The study of (Al-Hunaiti, 2003) <sup>[11]</sup>, which concluded several results the most important ones are: staff approval of the application interview assessment that includes all employees without exception. There were no statistically significant differences in staff attitudes towards the implementation of an interview performance evaluation due to personal characteristics (gender, age, educational qualification, functional category, length of service). The study recommended that: the application includes the performance evaluate of all staff in government agencies the interview without exception, urged evaluators on the seriousness in the interview of performance evaluation and use them to improve the performance of staff in government agencies.

The study of (Abbas, 2001) <sup>[1]</sup>, which concluded the need for rapprochement between superiors and subordinates to address the deficiencies in the administrative system, remove the psychological barriers between them, work to find some kind of job stability, orientation to train and develop the capacity of workers to the performance evaluation, activating the role of reward and punishment in better ways, reconsidering functions applicable characterization system, working to raise the morale of the employees, and the importance of the integration of

performance evaluation with other personnel management systems such selection, appointment, promotion, transfer, and identify training needs, work to develop models of performance evaluation systems taking into account the specificity of each institution, and benefit from the experiences of similar institutions that have proven their effectiveness.

The study of (Yousef, 2000) [35], which reached a low level of awareness of workers in the institutions under consideration for the contribution of performance evaluation in the development of their performance, the different level of awareness of working in institutions for the contribution of the performance appraisal system in the development of performance depending on career and educational level of the system, practical experience in the current job, duration of employment, age, type of organization, type of sector to which it belongs, the different level of awareness of workers for objective and fair performance evaluation depending on the job. The study recommended the need to educate workers of the importance of performance evaluation in the development of their performance and improve organizational relationships. The study reasons the low level of awareness of the importance of performance evaluation system, the design of the performance evaluation systems that are fair and objective, taking into account the personal and organizational variables.

**6. Methodological framework**

**6.1 Data Sources**

Secondary sources: where the researchers turned to the theoretical framework to address the search to secondary data sources, which consists of books, relevant references,

periodicals, articles, reports, previous studies on the subject of study, research and reading in the various web sites.

**6.2 Primary sources:** to address the analytical aspects of the subject of the study resorted researchers to preliminary data collected through a questionnaire primarily for the study as a tool, specifically designed for this purpose, then judged by a number of specialists, in order to obtain the data necessary to test hypotheses and information, the researchers loaded and analyzed the questionnaire through the use of the statistical package for social Sciences program (SPSS).

**Society and the research sample:** study population consisted of employees who occupy supervisory positions which include: (Head of department, head of division, deputy Manager, Manager, General Director, Head of municipality) in municipalities of Gaza-strip counted (571) employees, complete census method of community study was used, (571) questionnaires were distributed to all members of the study population, (524) questionnaires were returned with a rate of (91.76%), after examining the questionnaires we did not rule out any of them due to the fulfillment of the conditions required to answer. Thus the number of questionnaires under study was (524).

**6.3 Search Tools:** the researchers prepared a questionnaire after reviewing many of the previous studies, according to the enclosed questionnaire which requires respondents to identify their responses about the different phrases containing the axes of the tool according to the study included model five levels (Likert) scale.

**Table 1:** Length of level periods

<b>Level</b>	<b>4.20-5.0</b>	<b>3.40-4.20</b>	<b>2.60-3.40</b>	<b>1.80-2.60</b>	<b>1-1.80</b>
	<b>84.4-100%</b>	<b>68.1-84%</b>	<b>52.1-68%</b>	<b>36.1-52%</b>	<b>1-36%</b>
<b>Type</b>	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree

**6.4 Validity and stability**

**Expert validity:** the questionnaire was presented to a group of arbitrators composed of faculty members working in the Palestinian universities in the Gaza Strip, and based on the observations and directives phrases have been reworded, deleted, and modify them.

**Questionnaire stability:** intended steadily of questionnaire that this questionnaire gives the same result if it has been redistributed more than once under the same circumstances and conditions, or in other words that the questionnaire stability means stability in the results of the questionnaire and not to change significantly as if they were re-distributed to sample study several times through certain periods of time.

**Split-Half Coefficient:** is a Pearson correlation coefficient between the average of odd questions and even questions of each dimension, correlation coefficients has been corrected using Spearman Brown correlation coefficient correction, where it was found that the value of the correlation coefficient "0.946" while the average value of the correlation coefficient was 0.973. This means that a relative coefficient has high stability of the paragraphs of the questionnaire which indicates that the questionnaire has a rate of firmness that is acceptable for researchers and can be used in data collection.

**6.5 The properties and characteristics of the study population**

**Table 2:** The distribution of the study sample as personal data (n = 524)

<b>Personal data</b>		<b>The number</b>	<b>% Percentage</b>
Gender	Male	478	91.2
	Female	46	8.8
Age	Less than 30 years	30	5.7
	From 31-40 years	102	19.5
	From 41-50 years	218	41.6
	51 years and over	174	33.2
Qualification	High school or less	108	20.6
	Intermediate Diploma	98	18.7
	BA	277	52.9
	M.A.	36	6.9
	Ph.D.	5	1
Job title	Municipality Head	22	4.2
	Director general	12	2.3
	Director	84	16
	Deputy Director	35	6.7
	Head of the Department	188	35.9
	Head of Division	183	34.9

Years of service	5 years or less	36	6.9
	6-10 years	50	9.5
	11-15 years	166	31.7
	16-20 years	148	28.2
	21 years and over	124	23.7
The province	The northern Gaza Strip	76	14.5
	Gaza City	274	52.3
	Central province	58	11.1
	Khan Younis	67	12.8
	Rafah	49	9.4

Table 3: Analysis of the combined axes of the study

	Axis	SMA	standard deviation	The relative weight	The value of "T"	Ranking
1	Functional Analysis	2.5223	1.12266	50.4	-9.666	1
2	The criteria used	2.1935	1.07054	43.9	-17.244	5
3	Methods and assessment models used	2.2711	1.00232	45.4	-16.471	3
4	Feedback	2.3384	1.02393	46.8	-14.763	2
5	Role of the direct manager evaluator	2.2501	1.01381	45.0	-16.916	4
6	The role of employees	2.1772	.94407	43.5	-19.816	6
7	All axes	2.2977	.95355	46	-16.632	

Tabular value of t at the level of (0.05) and the degree of freedom (523), equal to (1.97)

Notes from Table (3) that the relative weight of all these axes is less than 60%, suggesting that the views of the sample of the study toward the axis is negative, which means they are all considered that the application of modern methods in the performance assessments of employees in municipalities of Gaza-strip is bad.

It is shown in Table 3 the order of themes according to the relative weight as follows:

**Axis 1 (functional analysis):** the relative weight (50.4%) was ranked "first," and this is due to the lack of functional analysis written clearly and simply each employee know what he is doing as usual routine, and also the lack of clarity of the concept of functional analysis for many workers .

**Axis 4:** (feedback) reached the relative weight (46.8%) was ranked "second," and this shows the low use of feedback and lack of professionalism and not to hold hearings to discuss the results of the evaluation between the subordinates of the manager.

**Axis 3:** (methods and assessment models used) reached the relative weight (45.4%) was ranked "third", the researchers attribute this to the traditional models that are not updated and a standard form is used for all jobs.

**Axis 5:** (role of the direct head evaluator) reached the relative weight (45%) was ranked "fourth", the researchers attributing this result to a lack of adequate training for evaluators and limiting the evaluation to the direct head.

**Axis 2:** (criteria used) reached the relative weight (43.9%) was ranked "fifth", the researchers believe that this result back to the inefficiency of the existing criteria for evaluations and no profession in developing it.

**Axis 6:** (the role of workers) reached the relative weight (43.5%) was ranked "sixth", the researchers attributing this result to the non-participation of employees in the performance appraisal process and the absence of a culture of participation in general.

**7. The results of the field study and interpretation**

Analysis of the combined axes of the questionnaire (the answer to the main question)

T-test was used for each sample and the results are shown in Table 3 that shows the views of community members of the study one the application of modern methods axes in the operations of performance evaluation of employees in municipalities of Gaza-strip as follows:

The arithmetic average of all axes is equal to (2.2977), the relative weight is equal to (46%) which is less than 60%, the absolute value of "t" is (16.632) which is greater than the tabular "T" value, which means that members of the study sample see that all the study axes considers that the application of modern methods in the operations performance evaluation of employees in municipalities of Gaza-strip, and this result agree with the study of (Bahar, and Abdel Wahed, 2011) [18], and the study of (Abu Hatab, 2009) [7], and the study of (Al-Nono, 2004) [13] which showed that the process of functional analysis does not get reviewed periodically, and that the criteria used to evaluate a few performance, and methods used in the performance appraisal process is inadequate and is not suitable for the nature of the work, the non-implementation of the feedback, performance appraisal system is not designed by a professional competent authority, nor application of assessment is reviewed or developed periodically, the result agrees with the study of (Abu Madi, 2007) [8] which showed that it does not update the functional analysis in universities operate continuously and that the performance appraisal process is not followed by a positive or negative incentives that the views of a negative sample to interview performance evaluation, study of (Awad, 2005) [17], which showed a lack of valuation models and not measured actual capabilities of the employee, that there is a lack of interest in the results of the analysis of the evaluation process and feedback which makes application effortless evaluation and usefulness into question not to take advantage of them.

**H1:** There is a statistically significant relationship among the application of modern methods and operations of the performance evaluation of employees in the municipalities of Gaza-strip.

To validate this hypothesis Pearson correlation coefficient test was used to find a relationship between the application of modern methods in the evaluation of the performance of employees and operations between the application of the performance assessments of employees in municipalities of Gaza-strip, and results related to this hypothesis are illustrated by the following table:

**Table 4:** The application of modern methods of the correlation coefficient in the performance evaluation and application of employee performance evaluations

Axis	Statistics	The application of modern methods of performance evaluation
The application of modern methods in employee performance evaluations	The correlation coefficient	0.397**
	Potential value	(0.000)
	The sample size	524
Functional Analysis	The correlation coefficient	0.394**
	Potential value	(0.000)
	The sample size	524
The criteria used	The correlation coefficient	0.362**
	Potential value	(0.000)
	The sample size	524
Methods and assessment models used	The correlation coefficient	0.368**
	Potential value	(0.000)
	The sample size	524
Feedback	The correlation coefficient	0.349**
	Potential value	(0.000)
	The sample size	524
Role of the direct manager evaluator	The correlation coefficient	0.360**
	Potential value	(0.000)
	The sample size	524
The role of employees	The correlation coefficient	0.362**
	Potential value	(0.000)
	The sample size	524

\* The value of tabular r with degrees of freedom (523) and level (0.05) is equal to 0.179

It can be seen from the above table that the value of calculated r is equal to (0.397), which is greater than the value of tabular r which is equal to (0.179), and the potential value is equal to (0.000) which is less than (0.05), indicating the presence of significant relationship differences between the ways the application of modern processes and the performance assessed of employees in municipalities of Gaza-strip.

## 7.2 Study results

After viewing the results of the study and the discussion, the researchers suggested a number of results including the following:

1. There is weakness in the application of modern methods in the performance evaluation of the municipalities of Gaza-strip has a relative weight of (35.4%).
2. There were statistically significant relationship differences between the applications of modern methods in the performance assessments of employees in the municipalities of Gaza-strip.
3. There are statistically significant relationship differences between the functional analysis and the application of the performance assessments of employees in the municipalities of Gaza-strip.
4. There was statistically significant relationship between the evaluation criteria that fit the required performance and the application of standards evaluations on performance of employees in the municipalities of Gaza-strip.
5. There was statistically significant relationship between the use of methods, models for the evaluation of appropriate functions and the application of the performance assessments of employees in the municipalities of Gaza-strip.
6. There was statistically significant relationship between the feedback and the application of performance assessments of employees in the municipalities of Gaza-strip.

7. There was statistically significant relationship between the efficient, professional assessors and the application of the performance assessments of employees in the municipalities of Gaza-strip.
8. There was statistically significant relationship between the extent of awareness of subordinates, participation in the evaluation of their performance and the application of the performance assessments of employees in the municipalities of Gaza-strip.

## 8. Conclusion

Based on previous results, the researchers suggest a set of recommendations which are as follows:

1. There should be a functional analysis that includes all the functions that are reviewed and updated constantly, and that the jobs created will be filled after determining the functional analysis in both its description and characterization.
2. Development of performance standards through the participation of employees.
3. That the design of evaluation models must be done with the participation of the employees and inform them of it, as well as the use of self-assessment of their performance, and there should be notes on the performance of employees.
4. That the design of evaluation models must be done with the participation of the employees and inform them of it, and that a date must be set to provide feedback and discuss the results with them, that they should be allowed grievance in front of an ad hoc committee in accordance with the known system.
5. Direct manager must inform employees of their performance assessment date, discuss the results of the evaluation with them, and others should be involved with the direct manager of employees in their performance evaluation.



6. The employees should be involved in evaluating the performance of their colleagues at the same level and self-evaluation for themselves, and participate in the development of appropriate performance and participation in the design of appropriate evaluation model standards.
7. Interest in the application of modern methods of performance evaluation periodically previously advertised; receive the attention of senior management of the municipalities of Gaza-strip and following them up.
8. The application of modern methods of performance evaluation through the good and purposeful planning should be used, analyzing and employing the results in administrative decisions regarding the employees, and the application of modern methods must be used in an effective and efficient performance evaluation.

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