

DECLARATION

I declare that the Gender Perceptions and Experiences of Performance Appraisal in Selected Public Institutions dissertation hereby submitted to the University of Limpopo, for the degree of Master of Administration in Human Resource Management has not previously been submitted by me for a degree at this or any other university; that is my work in design and in execution, and that all material contained herein has been duly acknowledged.

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DATE

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I have to say that I am lucky enough to come from a family who loves intellectual challenges. I grew up under the belief that answers should never be taken for granted, and that authority and power should never undermine truth and knowledge. This dissertation is then dedicated to Mikovhe and Mulamuleli, who never doubted that I would finish this project despite its slow pace, and for their support and understanding throughout the project. Finally, I would also like to extend my deep and sincere gratitude to my mother Matodzi and to the memory of Munyadziwa, my father.

ABSTRACT

While the current trend among a number of organisations is to integrate performance appraisal with performance management systems or even 'replace' it with performance management systems, it is still extremely highly utilized process. The probable reason for this is that the major use of performance appraisal is as a management tool whereby the quality of personnel decisions can be enhanced when an effective system is in place. Ideally the use of a formal process, focused on objective, job orientated criteria, will empower management to make meaningful decisions which will not only be to the benefit of individual workers but will contribute to the overall effectiveness and efficiency of the organisation.

Some other objectives apart from fact that it is used as management tool are to determine the administrative and development as well as that of the organization. There are therefore, two fundamental parties involved in appraisal, being the appraisee and the appraiser and it is inevitable that the approach to, or the perception of the subject should be different in some, or many ways. Aspects such as ethics, fairness, motivation, accuracy, validity, rating errors, effectiveness and feedback, should therefore be examined in more detail in order to determine where specific problem areas may lie between males and females. Serious perceptual differences concerning the process will surely create obstacles and eventually lead to an inefficient system.

The aim of the study was to determine the extent to which differing perception play a role in the acceptance or rejection of the system with regard to males and females in terms of the aspects mentioned above.

The diagnostic instrument used in this study was adapted from those of Mount (1983) (named the Leadership Analysis Questionnaire) and Le Roux (1989) to

include aspects which are more in line with features of the performance appraisal system unique to the participating organisation.

The results indicated statistically significant differences in perception between males and females in terms of fairness, motivation, and feedback.

It is recommended that future research should be directed at the underlying reasons for perceptual differences between supervisors and subordinates, regarding the factors mention above, with the aim of improving communication and relationships.

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