

## Research Article

# THE PERFORMANCE APPRAISAL OF VETERINARIANS IN BASRA VETERINARY HOSPITAL BASRA GOVERNORATE/IRAQ- 2016

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### ABSTRACT

This study designated to evaluate the performance appraisals (PAs) of veterinarians in Basra veterinary hospital in Basra governorate. Ninety nine (99) participants were included in this test. The participants consisted of 49 and 9 of old veterinary doctors and resident veterinary doctors respectively, and 14 and 27 of fourth and third year veterinary students respectively / college of veterinary medicine / Basra university. The results of this study revealed that resident veterinary doctors category revealed the higher percentage 80.00 in response to questions and accuracy. In addition, 4th year veterinary student revealed the higher and accurate response in compare to 3rd year. One of the most desired purpose of this is to argue why educators should design more effective systems of evaluation that are responsive to the needs of educational program planning. In conclusion, this study showed the importance of PA in the evaluation of career of veterinarians and its future advantages on the performance of the veterinarians.

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## INTRODUCTION

A performance appraisal is a systematic and periodic process that assesses an individual employee's job performance and productivity in relation to certain pre-established criteria and organizational objectives. Other aspects of individual employees are considered as well, such as organizational citizenship behavior, accomplishments, potential for future improvement, strengths and weaknesses (Manasa and Reddy, 2009). In addition to economic benefits such as pay and promotion potential, an accurate appraisal system affords employees a greater opportunity for psychological success (Argyris, 1964), or the feeling that they are successful at what they do. In an organization that has pay and promotion systems that are based on performance, improving the accuracy of the appraisal system enhances the employee's opportunity to achieve positive outcomes that are both economic and psychological. Management actions that enhance an employee's opportunities for success will be perceived as demonstrating benevolence (Mayer and Davis, 1999). At 2016, Basra Veterinary Hospital has planned to serve the livestock hygiene and implanted a vaccination strategy including: 111102 cows, 72852 buffalos and 81893 sheep and goats against FMD, 76488 sheep against sheep pox, 81893 sheep and

goats against PPR, 81893 sheep and goats as well as 28662 lamb and kids against Enterotoxaemia, 72852 buffalos against Black leg and Hemorrhagic septicemia, 91977 cows and buffalos against Lumpy Skin Disease, 98300 animals against internal parasite and 104335 against external parasite. This strategy plan required multiple work teams of the professional veterinarians that own the skills and knowledge to cope with the field work and provide the best service for the stockholders. Recent studies have highlighted concerns regarding the skills, career prospects, and economic prosperity of veterinarians. Human resource departments in a wide variety of organizations and industries have adopted a competency-based approach to managing the selection, training, placement, and ongoing development of their staff. It is argued that the competency-based approaches honed in the private sector promise to assist veterinary colleges, employers of veterinarians, and professional societies in influencing the state of the profession through the selection, education, and development of veterinarians (Lewis, 2002). The effective use of performance appraisal systems may provide an opportunity to build trust in organizations (Mayer and Davis, 1999). Historically, PAs has been conducted annually (long-cycle appraisals); however, many companies are moving towards shorter cycles (every six months, every quarter), and some have been moving into short-cycle (weekly, bi-weekly) PA (Cederblom, 1982). Other research mentioned that the PAs are conducted at least annually (Selden et al., 2001), however, it has been acknowledged that appraisals conducted more frequently (more

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than once a year), may have positive implications for both the organization and employee (Schraeder et al., 2007). It is suggested that regular performance feedback provided to employees may quell any unexpected and/or surprising feedback to year-end discussions. In a recent research study concerning the timeliness of PAs, one of the respondents even suggested that the performance review should be done formally and more frequently, perhaps once a month, and recorded twice a year (Sudarsan, 2009). A central reason for the utilization of PAs is performance improvement, initially at the level of the individual employee, and ultimately at the level of the organization (DeNisi and Pritchard, 2006). There has been a general consensus in the belief that PAs lead to positive implications of organizations (Pettijohn et al., 2001). Furthermore, PAs can benefit an organization's effectiveness (Spinks et al., 1999). One way is PAs can often lead to giving individual workers feedback about their job performance (Schraeder et al., 2007). From this may spawn several potential benefits such as the individual workers becoming more productive (Jenks, 1991). Some applications of PAs are compensation, performance improvement, promotions, termination, test validation, and more (DeNisi and Pritchard, 2006). While there are many potential benefits of PAs, there are also some potential drawbacks. For example, PA can help facilitate management-employee communication; however, PA may result in legal issues if not executed appropriately, as many employees tend to be unsatisfied with the PAs process. Previous researchers explained the different methods to collect PAs data. There are three main methods as follow: objective production, personnel, and judgmental evaluation (Muchinsky, 2012).

## MATERIALS AND METHODS

The PAs test was prepared by the author. Ninety nine (99) participants were included in this test. The participants consisted of 49 and 9 of old veterinary doctors and resident veterinary doctors respectively, and 14 and 27 of fourth and third year veterinary students respectively / college of veterinary medicine / Basra university. This study was conducted in the veterinary hospital headquarter in Basra governorate. The Performance evaluation was consisted of the direct questions to all four participants' categories. . Totally, there were 100 multiple questions presented to the participants as PowerPoint presentation. The participants allowed to answer these questions within a period of 30 seconds in the answer sheet prepared in advance. The participants names were recorded and the test papers were collected and corrected. The questions subjects included in the test were consisted all aspects of veterinary sciences disciplines such as: Infectious disease, Animal hygiene, Internal medicine, Anatomy, Physiology, Nutrition, Surgery, Pharmacology, Parasitology, Fertility and Parturition, Microbiology, Histology and Poultry diseases. The marks of the test papers after corrections have been analyzed in tables and charts. The percentages of true answers were classified according to participants categories, as well as classified according to different veterinary sciences.

## RESULTS AND DISCUSSION

Recent studies of veterinary practices and services have suggested that more attention must be focused on business practices and on the skills, knowledge, and abilities of

veterinarians related to veterinary practice management (Ilgen, 2002). One of the main strategic objectives of the World Organization for Animal Health (OIE) is the continual development of up-to-date standards and guidelines for the management of Veterinary Services and their components (OIE, 2015). The performance evaluation is an important way to know the skills and knowledge of individuals who work in the veterinary hospital. The employees that work in organizations might have variations in their work objectives. Some of them have only one or two objectives, which relate directly to the work and routinely do it every day. While, others may have a broad range of work objectives. The varieties in the employee objectives may allow the opportunity to become involved in new areas of work or to learn new skills. The number and nature of objectives identified will depend on the job that will be done, in addition, to the business and the aspirations. The resident's veterinarians revealed the higher PAs percentage (80%) than the other participants categories (Fig.1). The recently graduation of resident's veterinarians and keeping their academic knowledge was the important factors that attributed to the higher PAs ability in this category. Moreover, this category were become more familiar in veterinary sciences and practice through their exercise in the hospital, where they came in contact with field work in animal husbandry and treatment. These practicing process enable the resident's veterinarians to gain the knowledge and skills.

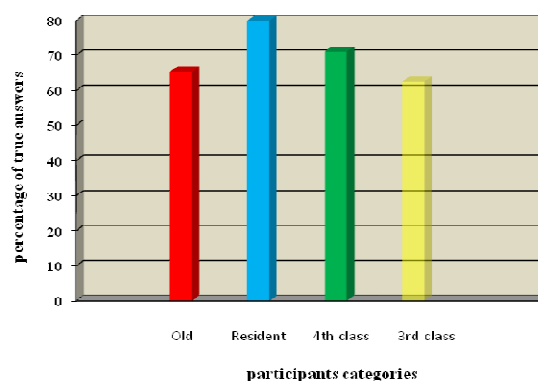


Fig.1. The percentage of correct answers according to participants categories

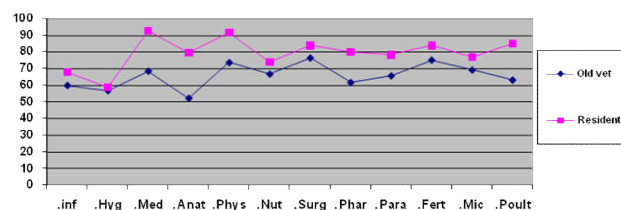


Fig. 2. The percentage of correct answers of participants categories according to the scientific materials

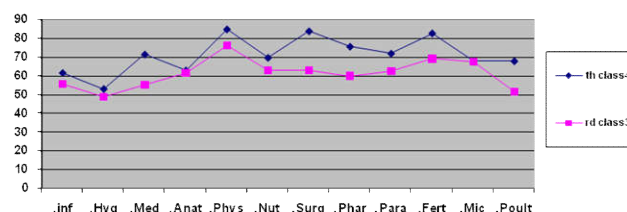


Fig. 3. The percentage of correct answers of 4<sup>th</sup> and 3<sup>rd</sup> year students according to the scientific materials

According to Figure. 2, the percentage of correct answers of resident doctors according to the scientific materials were higher at all comparing with old veterinarians specially in internal medicine 92.85, physiology 92.06, histology 88.19, poultry diseases 85.41, surgery 84.12 fertility and parturition 84.02, pharmacology 80.15, while the low percentage was 59.02 in animal hygiene. For old veterinary doctors, the average of correct answers was 65.47% , the best results were recorded in surgery, fertility and physiology (76.53, 75.25 and 73.76 respectively) but the low percentage recorded 52.29 was in anatomy. The results of this study indicated to the weakness in the level of participants categories in some scientific subjects, while some of the questions asked to the participants were answered by most of them. The low percentage of correct answers of some participants categories referred to the lack of knowledge in the diagnosis and treatment of diseases and this result may be due to inadequate field experiences.

The findings of the current study as in Fig. 3 showed that the percentage of correct answers of 4th year veterinary students was higher (71.03) in compare to 3rd year students (62.46). The superiority of the 4th year students was in physiology , surgery and fertility (84.69, 83.67 and 82.58) respectively, while low percentages of correct answers was recorded in Animal Hygiene 53.12. The best results for 3<sup>rd</sup> class students were recorded in histology 76.85 and physiology 76.19 compared with low percentage of animal hygiene 49.07. The PAs evaluation revealed a clear idea to the deanship of the college of veterinary medicine to know the ability of their students in different veterinary sciences and trying to improve the weakness in the educational curriculum. The fourth year students were more superior students from the third year which might be due to the progression of the knowledge in the veterinary disciplines gained via their study and experiences. In addition, fourth year student gained a good experiences through the summer training when practiced at the veterinary hospital. Henry and Mavis (2002) discussed an example from a medical school, how their institution's evaluations were insufficient for answering new and important questions that go beyond traditional cognitive measures: specifically, no data set was available that allowed the institution to answer questions about practice environment and curricular innovations. More recently, institutions have become interested in learning to what extent their broad missions are accomplished or not. Similarly, academic leaders are not simply interested in performance of learners on tests of competence; they want to know more about how their graduates are doing in the practice setting. To answer questions such as these, educators must expand their systems of evaluations to address these broader themes.

## Conclusion

In conclusion, the evaluation of performance appraisal can help in the formulation of job criteria and the selection procedures of the individuals. These criteria are important for the organizational authorities and guided them to monitor the employees and improve the career development. The evaluation PAs for the students, encourage the academic staff of the college of veterinary medicine to recognize the strength and the weakness in the veterinary medical education and trying to improve the veterinary curriculum.

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