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Performance appraisal systems in United Arab Emirates print media: A case study of the Al-Ittihad and the Al-Bayan Press Corporations

Ibrahim A. Bin-Taher

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PERFORMANCE APPRAISAL SYSTEMS IN UNITED ARAB EMIRATES
PRINT MEDIA:
A CASE STUDY OF THE AL-ITTIHAD AND THE
AL-BAYAN PRESS CORPORATIONS

A Thesis
Presented to the
Faculty of
California State University,
San Bernardino

by
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May 1992

Approved by:

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Dr. Foad Derakhshan, Management
Abstract

This study aimed at evaluating the performance appraisal system currently being used by press organizations of the United Arab Emirates. It also aimed at assessing the possibility of introducing a new appraisal system to replace the current one.

The investigator used two questionnaires and conducted some formal interviews to collect the data needed to answer this study's questions and test its hypotheses. The participants were drawn from the pool of superiors and journalists at Al-Ittihad and Al-Bayan Press Corporations in the U.A.E.

The major findings of the study indicate that the current appraisal system is perceived as inadequate by most journalists and superiors. Strong dissatisfaction with the current system was voiced and a strong desire to change it or modify it was very much evident.

The findings of this study and the available literature on performance appraisal led the investigator to suggest and strongly recommend the design and implementation of a new appraisal system to be used at the various press organizations of the United Arab Emirates.
Dedication

To my wife, the mother of our eleven children, who has supported me and encouraged me to go forward with my program. I truly believe that she deserves all the credit for her outstanding performance and her superior role.
Acknowledgements

The completion of this thesis would not have been possible without all the divine help and blessings. Thank you Allah (God) for everything.

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CHAPTER ONE

INTRODUCTION

Statement of the Problem

Performance appraisals for most journalists working in the United Arab Emirates are random and very much dependent on the prevailing moods of superiors at the time. In other words, no standardized appraisal system for journalists exists in the United Arab Emirates.

This lack of a formal appraisal system is quite obvious in two of the most popular press organization in the U.A.E: Al-Ittihad and Al-Bayan. These two organizations use federal civil laws as a guide to appraise the performance of their journalists. One civil law often referred to when evaluating performance is the Federal Civil Law No. 2 (Article 40) which deals with performance appraisals of federal employees. Roughly translated, this law states that appraisals of federal employees performance should take the form of a written, annual report covering several aspects of each employee's job. Each aspect is evaluated and scored separately. Scores of individual aspects are then added up to come up with a final rating which ranges from unsatisfactory, at the low end, to excellent, at the high end. An excellent performance leads to salary increases and,
in some instances, to promotions. An unsatisfactory rating leads to a warning. Any employee who gets 2 consecutive warnings loses his/her chance for a salary increase.¹

Based on personal experience of the researcher who worked as a journalist at AL-Ittihad Press Organization for 6 years (1981-1987) and who is still working there as a freelance writer, it can be stated that Al-Ittihad as well as other organizations do not conduct any type of formal or standard performance appraisal. What they have, however, is a form called "Daily Production and Follow-up Worksheet", which is not a standardized evaluation form (see Appendix E).

Furthermore, the researcher has observed over time that evaluators of journalists' performance, whether they are top or middle managers do not possess the knowledge to complete a performance appraisal nor do they seem to be aware of the importance of such appraisals.

This lack of knowledge or awareness or both have affected the attitudes of subordinates toward their superiors and have produced dissatisfaction among journalists and employees who tend to believe that promotions and financial rewards are more random than expected. Dissatisfaction among employees often leads to reduced efforts and, thus, to lower

levels of productivity.

It is the belief of the researcher that dissatisfaction among journalists and employees of Al-Ittihaḍ and Al-Bayan Press Organizations can be reversed and that relationships between superiors (evaluators) and subordinates can be improved if there is a standard annual or semi-annual performance appraisal of all journalists and employees of the above two press organizations. Performance appraisal should become objective, timely and open (as opposed to secretive).

Purpose of the Study

The purpose of this study was two-fold: 1) to evaluate the performance appraisal system of the United Arab Emirates press organizations and 2) to suggest possible alternatives to the current performance system.

Importance of the Study

This study was important because it aimed at proposing a standard performance appraisal system that can help top management at various press organizations to make objective evaluations of journalists and to help personnel make fair decisions regarding promotions, demotions or salary revisions.
Methodology

Setting of the Study

This study took place in the Fall of 1991, at Al-Ittiihad and Al-Bayan Press Organizations in the United Arab Emirates.

Population, Sample, and Sampling Procedures

The population of this study consisted of all superiors, journalists, and employees of Al-Ittihad and Al-Bayan Press Organizations. These two organizations were selected because they were considered representative of all press organizations in the United Arab Emirates.

The total number of employees (of all positions) working at these two organizations is about 600. The researcher randomly selected 200 subjects to participate in the study. The selection of superiors (managers and advisors) was constrained due to the very finite number of superiors at both organizations. However, journalists and employees were selected at random from the pool of available subjects. The distribution of the 200 subjects by job description is as follow: 40 superiors, 40 journalists and 120 employees. The sample size is one-third the population. A total of 146 questionnaires were actually completed and returned. The rate of return is, thus, 73%.
Research Instruments

Two questionnaires were designed and used in this study. These questionnaires were first produced in English, then translated into Arabic, pre-tested and changed. The first questionnaire was distributed to journalists and employees while the other was distributed to superiors. In addition to these questionnaires, the researcher conducted some formal interviews with the General Manager of Al-Ittihad and the Executive Chief-Editor of Al-Bayan. In both instances, oral as well as written answers were furnished.

The above mentioned questionnaires and interviews provided the primary data base for the study. Other data sources (i.e. books, journals,...) were also consulted.

Research Questions and Hypotheses

Research Questions

This study attempted to answer the following questions:

1. What are the standards of performance and the nature of the performance appraisal system at the Al-Ittihad and Al-Bayan Press Organizations?

2. What perceptions do superiors, journalist, and employees have about the current performance appraisal system?
3. To what extent is the performance appraisal system related to the rewards system in both Press Organizations?

4. Do most employees and their superiors support the concept of developing a new performance appraisal system?

5. To what extent is the current performance appraisal system effective?

**Research Hypotheses**

The following research hypotheses were tested:

1. Employees who participate in setting performance standards will be more satisfied and have better relationships with their superiors than will journalists and employees who do not participate in the process.

2. The current performance appraisal system is significantly different from the ideal performance appraisal system.

3. Most journalists and administrators will express their dissatisfaction with the current appraisal system, since reward programs for outstanding performance are inadequate.

4. Most journalists and employees will have negative
attitudes towards the current appraisal system.
5. Editorial and Managerial employees will want to change or modify the current appraisal system, but superiors will favor modifying the current appraisal system instead of changing it.

Data Collection and Data Analysis

Primary data was obtained through two questionnaires distributed to journalists, administrative employees, and superiors of Al-Ittihad and Al-Bayan Press Organizations. The distribution of questionnaires was done through liaison persons working at both organizations. All participants were instructed to complete the questionnaires to the best of their knowledge and to return the completed questionnaires to the liaison persons who then mailed the completed copies to the researcher.

The completed questionnaires were then coded (each response was assigned a numerical code) and resulting values were entered into a computer data file which was then accessed by the Statistical Analysis System (SAS) for the purpose of analyzing the gathered data. Statistical procedures such as frequency distributions and t-tests were used. All statistical results were tested at the .05 level of significance.
Limitations

The limitations of this study were:

1. The focus on only two press organizations which were viewed by the researcher as representative of all press organizations in the United Arab Emirates.

2. The research was conducted while out of country. However, the researcher was briefed.

Organization of The Remainder of the Study

The remainder of this study is organized as follows:

Chapter II: Background information on the U.A.E. It introduces the United Arab Emirates in terms of geographic location, population, economics (e.g. impact of oil discovery on growth), government, development and social changes.

Chapter III focuses on mass communication in the United Arab Emirates: its birth, development, spread and types. Special attention is given to the Al-Ittihad and Al-Bayan Press Organizations.

Chapter IV: Review of Literature. It presents the definitions, performance appraisal methods, performance appraisal interviews, and the importance, purposes and goals of performance appraisal.

Chapter V presents the findings of the study as they relate to the research questions and research hypotheses set
forth in Chapter I. A summary of findings is also presented. Chapter VI summarizes the preceding chapters and presents the conclusions, suggestions and recommendations of this study.
CHAPTER TWO

The United Arab Emirates

Introduction

Historically speaking, the United Arab Emirates as a federal country came into existence on December 2, 1971. After the expiration of the British mandate in 1968 and because of fears that the expanding Russian influence on the international scene could get close to home, seven Emirates made tremendous efforts to form a unity among themselves. As it stands today, the United Arab Emirates is comprised of the Emirates of Abu-Dhabi, Dubai, Al-Sharjah, Ras Al-Khaima, Ajman, Fujeirah and Umm Al-Quawin.

Geographically, the United Arab Emirates is strategically situated between the Gulf of Oman to the East, the Strait of Hormuz to the North and the Arabian Gulf to the West. Its neighbor to the Southeast is Oman. Six of its seven states are located on the Western Coast and only one is located on the East Coast. It is separated from Iran by the Strait of Hormuz and part of the Arabian Gulf which also separates the United Arab Emirates from Qatar, Bahrain and Saudi Arabia. The Southern region of the country is a desert area called the Empty Quarter.

The United Arab Emirates has an approximate area of 30,000 square miles. Its population is estimated at 1.8
million. The last national census of 1985 put the population around 1.6 million. However, PC Globe estimated the population to be around 2.4 million in 1991.

It is very important to note here that only 25% out of the estimated 2.4 million inhabitants of the United Arab Emirates are "citizens" of the country. The rest is referred to as "expatriates" who came to settle in the U.A.E. from other Arab and non-Arab countries. A citizen is defined as someone who holds a passport of the U.A.E. or someone who was granted citizenship by a presidential decree. The main reason for the existence of a vast majority of expatriates is that the country needed professionals and skilled workers at the inception of its independence to start the development process. Those individuals are still contributing to the progress of the country in a variety of fields. However, the indigenous population got educated over the years and a clear distinction between citizens and non-citizens became necessary; especially at the top level positions.

Politically, the Federal Government, from the capital city of Abu-Dhabi controls national and international affairs such as internal and external securities, national defense, foreign affairs and trade. Local governments oversee local affairs such as local schools, police, etc...

In addition to geography, the seven Emirates share
another common bond, that is the spoken and written language of Arabic. Arabic is the official communication medium. English, though not an official language, is widely used in the Emirates especially in trade and within expatriate communities.

The official religion of the Emirates is Islam. It is official in a sense that most civil codes and laws have been derived from the Koran; the Holy Book of Islam. It is important to remember here that the roots of Islam were first nourished in the area that now encompasses the United Arab Emirates at the time of Prophet Mohammed (Peace Be Upon Him).²

Importance of the United Arab Emirates

The United Arab Emirates is considered an important part of the Gulf Region. Its importance stems from 1) its strategic location between two internationally important bodies of water: the Indian Ocean and the Arabian Gulf and 2) its vast natural resources such as minerals and oil.

In addition to the "natural" factors of location and resources, other regional factors have played a significant role in shaping the country of the United Arab Emirates to

² Ministry of Information and Culture. The United Arab Emirates. (Published by the Department of External Information, Ministry of Information and Culture, May 1990).
become an integrated federal entity. It is very uneasy to deny that the United Arab Emirates has been viewed as an amalgamative venture within both regional and global contexts. Al-Nabeh (1984) stated, however, that the regional context has played and continues to play a much more important role in the development and growth of the Union.³

Impact of the Discovery of Oil on the U.A.E.

"The year was 1958". This is what every citizen of the United Arab Emirates will answer in response to the question: What year was oil first found in the country? This typical answer clearly indicates that the discovery of oil in the soils of the U.A.E. is one of the most important single events in the history of the Emirates. It is quite simple to understand why oil has had such an impact on the development of the country if one recalls that oil revenues constitute the largest percentage of the Gross National Product.

Oil exports from Abu-Dhabi began in 1962; four years after it was discovered. Oil production nearly doubled from 1971 to 1977. The average daily production in 1977 was estimated at two million barrels a day. Production, however, steadily declined from 1977 to 1981 when it reached a level

of 1.17 million barrels a day and in 1982, the level of production was put below 1 million barrels daily.\(^4\)

The vast revenues generated from oil exports were vital to the economy of the United Arab Emirates, which did not have any economically sound infra-structures before 1982. Social changes followed shortly after oil revenues started pumping into the country. These social changes have helped considerably in reshaping the political structure of the Emirates.\(^5\)

**Political System of the United Arab Emirates**

On January 15, 1968, Britain announced its decision to pull out of the Arabian Gulf and neighboring areas east of the Suez Canal by the end of 1971. That decision came at a time after negotiations for forming a union between the Emirates of the Arabian Gulf had reached an impasse and it (decision) had a significant impact on the decisions of Abu-Dhabi and Dubai to resume their negotiations. On February 25, 1968, a meeting between the various rulers of the Emirates took place in Dubai. Almost three years later, in


1971, six Emirates reached an agreement to form a federated state and approved the provisional constitution of the federation that is known today by the United Arab Emirates. The seventh Emirate of Ras Al-Khaimah joined the union on February 10, 1972. It is worth mentioning here that the countries of Bahrain and Qatar opted for their own independent states; even though they were part of the negotiations from 1968 to 1971. On December 2, 1971, the United Arab Emirates became a fully independent state and gained full memberships in the various world organizations.

The agreement of 1971 had seventeen articles. The most important articles are:

1. There will be a union of Arabian Emirates in the Arabian Gulf. The union will have as its members all Emirates which signed the agreement and it will be known as the United Arab Emirates.

2. The purpose of the Union is to bond together the Emirates and to further the cause of cooperation between these Emirates. Another purpose is to centralize the issues of defense and foreign policy and to place these issues under the direct control of the federal government.

3. The rulers of the Emirates will serve as members of the Supreme Council (that was to be formed later).
4. The Supreme Council will be responsible for drawing up a charter and formulating defense, foreign and economic policies as well as for setting federal laws.

5. Members of the Supreme Council will take turns in assuming the role of the Presidency of the U.A.E.

6. Revenues and Expenditures will be agreed upon by the members of the Supreme Council. The President and Vice-President of the Union preside over the Council of Ministers, the Federal National Council and the Federal Judiciary system.⁶

**The Supreme Council**

At present, the Supreme Council of the Union represents the highest authority in the United Arab Emirates. It is the most important dimension of the power structure as regards the process of decision-making at the federal level. Decisions at the Supreme Council are usually unanimous. Although, in practice, the larger Emirates can veto any motion, it is, nonetheless, very unusual to use the right to veto and so decisions are made by a process which can best be described as defying all known norms in politics.⁷


⁷ Ibid., 32.
The Cabinet or Council of Ministers

The first Federal Cabinet was formed on December 9, 1971; only one week after the Declaration of Independence and the formation of the Union. The Cabinet is headed by a Prime Minister who selects his Vice-Prime Minister. Originally, the Cabinet had 12 ministries. Today, there are 17 ministries all together. They are: Foreign Affairs, Interior, Finance, Economy & Industry, Defense, Planning, Education, Public Health & Justice, Social Affairs & Labor, Communication, Public Works & Agriculture, Information & Culture, Fisheries, Youth & Sports, Islamic Affairs, Housing and Energy & Petroleum.®

Main Characteristics of the U.A.E.

The main features of federalism in the United Arab Emirates were derived from the following sources:®

1. Patriarchal, hierarchial extended formulations;
2. Politically-based tribal institutions;
3. Socially-based religious institutions;
4. Strong clientele-patron relationships; and
5. A distinct entrepreneurial and bourgeois group.

® Ibid., 32.

® Ibid., 32.
Major Changes in the U.A.E.

Several economic, political and social changes have taken place in the United Arab Emirates over the last two decades. For instance, the educational system has been transformed to cope with the rising needs of the society. Currently, schools and colleges are more oriented towards practical applications which teach people the needed skills to promote national resources. In addition, education has been made available to all segments of the society. As a result of educational reforms, the illiteracy rate decreased from 90% in 1971 to 20% in 1990. Illiteracy is expected to be completely gone by the year 2000.10

The United Arab Emirates also has a number of modern welfare institutions which take care of the needs of citizens at all levels. Moreover, per Capita Income is considered one of the highest in the world.

These changes would not have been possible if oil had not been discovered and if its revenues had not been appropriated in an efficient way. Nowadays, all seven Emirates enjoy a progress that is the envy of neighboring states. The surprising thing is the pace of the changes and the ease with which people accepted those changes. A great

many members of authorities on social reform attribute the changes which took place in the U.A.E. to the availability and effectiveness of mass communications.

In summary, the United Arab Emirates has been engaged in a vigorous process of growth and development. The political unity of its Emirates and the vast wealth from oil have undoubtedly helped the country forge ahead with the actual transformation of its tribal society to a society that is modern to the fullest extent.
CHAPTER THREE

MASS MEDIA IN THE U.A.E.

This chapter presents some information about the mass media vehicles in the United Arab Emirates (e.g., radio, television, newspapers and magazines). A great deal of details will be provided on two major press organizations in the country: Al-Ittihad and Al-Bayan.

Historical Background

Mass Communication through the Mosque

Any research of mass communication in the Muslim countries has to take into consideration the role of the Mosque; the Muslim equivalent of a church. Ever since its inception at the time of Prophet Mohammed (PBUH), the Mosque has served the dual purposes of prayers and informing Muslims of what goes on around them. The Mosque has always been used to schedule Muslims' daily activities from the time they should wake up to the time they should start working to that of prayers (five times a day) and meals.\(^n\) That in addition to Fridays' sermons which go beyond religion to cover social, political and economic aspects of the Muslim society.

The United Arab Emirates first encounter with the printed press dates back to 1869 which marked the opening of the Suez Canal to international ships. Egyptian newspapers were brought to the country during that year. In 1924, the desert road between Damascus and Baghdad opened and with it came Syrian newspapers. Intellectuals from Egypt, Syria and Iraq came to the coastal area of the Emirates because of its proximity to the city of Bombay, India. Bombay, then, was considered an ideal place for intellectuals and scholars and the place of residence of many wealthy Arab businessmen. One other factor which facilitated the entry into the Emirates of Arab newspapers was the arrival of cultural missions from Kuwait. During the 1940s, education in Kuwait had developed considerably due to the vast revenues generated by the sale of oil. This educational progress in Kuwait had to have a significant impact on the Emirates because of the geographical, social and political ties of the two countries.  

As for local papers, the first known work which can be linked to journalism is that of Ibrahim Al-Medfa' in 1927. A resident of the Emirate of Al-Sharja, Al-Medfa' published a hand-written, two-page paper called Oman which was

12Ibid., 39-40.
distributed to his neighbors and to his personal acquaintances. Oman contained news gathered from major Arab newspapers which often reached the Emirates a month after their first issuance. In addition to those month-old news, Oman published local events and poetry. Al-Medfa' enjoyed a relatively high level of freedom in his publication; tempered only by occasional interventions from the Consul General.

Six years later, in 1933, a daily paper called Sout Al-Asafeer (Birds Voice) was published. This paper aimed at criticizing local events and at attacking foreign intervention in the Emirates. A third attempt to publish a daily paper was undertaken in the city of Al-Ain in 1940. This attempt was very primitive in nature because it consisted of hand-written transcriptions of news broadcast by radio stations abroad.13

Mass Communication Through the Radio

The first radio station in the Arab world was established in Egypt in 1923. Broadcasting was limited to four hours daily and consisted of some trade news, recitals from the Holly Book of Koran, music and songs. In 1925, Algeria had its own radio station. Morocco followed in 1928,

then Libya in 1930, Tunisia in 1935, Iraq in 1936, Lebanon in 1938, Sudan in 1940,... and the United Arab Emirates in 1968.\textsuperscript{14}

Mass Communication Through Television

The first Arab television station was established in 1956, in Algeria. The last Arab country to have a television station is Oman (1974). The United Arab Emirates started television broadcasting on August 6, 1969 in black and white. The first television broadcast in color started in January of 1974. The following chart lists many Arab Countries and the year each country started its television broadcasting.\textsuperscript{15}


\textsuperscript{15}Ibid., 142-143.
<table>
<thead>
<tr>
<th>Country</th>
<th>Year Television Broadcasting Started</th>
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<tbody>
<tr>
<td>Algeria</td>
<td>1956</td>
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<tr>
<td>Iraq</td>
<td>1958</td>
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<tr>
<td>Egypt</td>
<td>1960</td>
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<td>Syria</td>
<td>1960</td>
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<td>Kuwait</td>
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<td>Morocco</td>
<td>1962</td>
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<tr>
<td>Lebanon</td>
<td>1962</td>
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<tr>
<td>South Yemen</td>
<td>1964</td>
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<tr>
<td>Saudi Arabia</td>
<td>1965</td>
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<tr>
<td>Tunisia</td>
<td>1966</td>
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<tr>
<td>Jordan</td>
<td>1968</td>
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<tr>
<td>Libya</td>
<td>1968</td>
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<tr>
<td>United Arab Emirates</td>
<td>1969</td>
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<tr>
<td>Qatar</td>
<td>1970</td>
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<tr>
<td>Bahrain</td>
<td>1973</td>
</tr>
<tr>
<td>North Yemen</td>
<td>1974</td>
</tr>
<tr>
<td>Oman</td>
<td>1974</td>
</tr>
</tbody>
</table>

Elements of Mass Communication

In general, mass media events involve the following elements: source, process of encoding, receiver, channel, process of decoding, receiver, potential feedback, and the chance of noise.

It is important to distinguish these elements of mass communication from those indicated by Al-Owainee in his book "Contemporary Arab Political Journalism" where he indicates that communication consists of five major elements: sender (personnel), message (content), channel (media), receiver (audience) and impact.

Sender

The Gulf Countries, in general, and the UAE, in particular, have relied on Arab and foreign experts to assume the responsibilities of communication. This reliance has some disadvantages because these experts often brought with them their own beliefs and views which were reflected in the Gulf media messages.

Message

Many programs discussed by the Gulf communication media contain material which do not conform to the fundamental values of Islam and those of the Gulf countries. Two

\footnote{M. A. Al-Owainee. \textit{Contemporary Arab Political Journalism}. (Alanglo Egyptian Library, Cairo, 1985), 31-32.}
programs may also contain contradictory materials in that one program may focus one moral values (for example) while another program, immediately following the first, may focus on issues that attack those same moral values.

**Channel**

There is no doubt that the use of radio and television has to have top priority in the Gulf region because of two important factors: illiteracy and distance. However, printed material comes first when one's concern is to address the elite of the public. The media of communication in the Gulf region possess advanced technology and the use of such technology to its fullest extent is very much needed.

**Receiver**

In the Gulf countries as well as in other countries, it has become quite important to focus on the audience at the receiving end of the communication system. A study of the audience's knowledge, values, opinions, beliefs, patterns of behavior, age distribution, gender, education and socio-economic status is very critical to increasing the efficiency of communication. Studies of these factors will help media personnel in charge of programming to assess the needs of the audience and, accordingly, to set the right approach and programs. Not knowing what the audience wants or needs is like shooting in the dark: any success is completely random.
Research studies of audiences range from simple to complex and include such factors as cost effectiveness. Identifying these factors is important, but, unfortunately, there does not exist any scientifically based research of the audience's needs in the United Arab Emirates.

**Impact**

The impact of communication is closely related to its content, and the way this content is being conveyed to the audience. Communication will have a greater impact if its messages are compatible with the needs of the audience and if these messages take into account the values, views, opinions and beliefs of the receiving audience.

**Concept of Social Responsibility Theory in the G.C.C.**

Social responsibility in the countries of the Gulf Cooperation Council as well as in the UAE lies in the principles of respecting Islam and the principal values of the society. Social responsibility also consists of respecting public laws and avoiding the call to adopt doctrines or principles which may be detrimental to society, to Arabs, or to Arab civilization and heritage. It also consists of respecting the privacy of individuals and families and avoiding the publication of any material (even if it is true) which may harm individuals, and the
publication of lies, fabrications and forgeries. Social responsibility also prohibits the publication of any material which may deceive the public.

It is very critical to adhere to social responsibility under all conditions. Non-compliance with the principles of social responsibility leads to adopting the most severe punishments because news media assume a very important role in educating and informing and any irresponsible behavior may create a social disequilibrium or advocate principles and doctrines which are not compatible with the beliefs and fundamental values of the society.  

Nature of Mass Media in the U.A.E.

Mass communication in the United Arab Emirates is very complex and formal. Press organizations have multiple gatekeepers and are highly competitive. In addition, most of the mass media vehicles are owned by the federal or local governments, as is the case in most developing countries. This makes the mass media very authoritarian in nature. In his book "Contemporary Journalism", Taiseer Abu-Arjee indicates that: Authoritarian Theory is based on some hypotheses which state that 1) a human being should possess inner capabilities to be qualified as a public servant,

2) the state is superior to the individual, 3) the individual relies on the state in terms of his own progress and growth, 4) the state spreads knowledge to individuals who live to serve the state, and 5) discovery of knowledge is through mental efforts. Scholars, however, possess knowledge because it is given to them by a Divine authority. Within the constraints of this theory, the press is to serve the state. And as such, rulers have used the press to inform the public of what they (i.e. the rulers) want the public to know and to also gain public support for various government policies.\(^{18}\)

Censorship over the press, initially, took the form of a self-censorship of material to be published, then a follow-up on published materials, then a series of punishments which ranged from a ban or publication to imprisonment; in the extreme case of the violation of government laws and regulations by the press.

**Policy of Formal Mass Communication Media**\(^ {19}\)

Mass communication policy in the United Arab Emirates is based on some fundamental issues and principles which aim at bringing together the society and its individuals and at contributing to the process of growth under the guidance of

\(^{18}\)Ibid., 9.

His Highness Sheikh Zaid Bin Sultan Al-Nahyan (President of the Country).

Given the above stated objectives, mass media in the U.A.E. have enormous responsibilities. One of these responsibilities is to create the proper conditions for individuals to adapt mentally and psychologically, to the movements of social and economical changes undertaken by the state. Another responsibility is to encourage the citizens of the U.A.E. to exert all possible efforts in order to achieve more and perform better.

Mass media in the Emirates attempt to reflect the extent of the progress made throughout the country in order to clearly show such progress to the outside world and in order to aid the state in assuming its responsibility to the fullest extent in the region, among Muslims, and worldwide.

Internally, the policy of mass communication has been founded on principles which aim at emphasizing positive values derived from the Arab culture, traditions and moral values of Islam.

Based on these principles, the Ministry of Information and Culture has strengthened the mass media in order to help citizens of the Emirates, in particular, and Arabs, in general, to become more involved in the process of growth.
After the establishment of the United Arab Emirates in December of 1971, the Ministry of Information and Culture created a centralized, unified mass communication system which links all the seven Emirates and which reflects the cohesion of the Emirates and which gives a complete picture of the progress made in the Emirates.

In the domain of communication with the outside world, the Ministry of Information and Culture has worked to ensure that the mass media properly reflect the foreign policy of the Emirates as regards Arab solidarity and Arab issues. Mass communication in the Emirates has also worked on supporting just causes, friendship and cooperation among the world nations. In addition, mass communication has drawn on the vast resources of the Emirates to help Arab causes in the world, to remove any stereotypes against Arabs in the foreign media, to participate in all regional and international media conferences, and to support and strengthen the Arab media in order for the latter to become more efficient and influential in international organizations.

**Mass Media Vehicles**

The United Arab Emirates has been steadily progressing in various fields. The field of communication is no exception. Official mass media means have been broadcasting and publishing from the capital city of Abu-Dhabi and from
other cities in the Emirates.

In its 1982-1983 yearbook, the Ministry of Information and Culture indicates that it (the Ministry) was officially named as such in 1976 and was also given full control over radio and television stations throughout the country. A decree issued by the Supreme Council of the Emirates during the same year gave the Ministry of Information the authority to unify all news bulletins broadcast from the various radio stations. As a result, all radio stations began their daily broadcast by saying: "This is the voice of the United Arab Emirates" from Abu-Dhabi, from Dubai, etc... The same official announcement is made by all television stations.20

Radio Stations

Historically, Dubai was the first Emirate to have a radio station. In 1969, Abu-Dhabi had its own station which was changed in 1971 to become the Voice of the United Arab Emirates from Abu-Dhabi. In 1972, both Ras-Al-Khaima and Al-Sharja began broadcasting. Umm-Al-Kiween started broadcasting in 1978. During the same year, the radio station of Al-Sharja became a branch of the Voice of the

The radio stations of the United Arab Emirates broadcasting from Abu-Dhabi, Dubai, Ras-Al-khaimah and Umm-Al-Kiween have played the fundamental and important function of conveying government communication policies. The radio station of Abu-Dhabi has used the most advanced radio technologies to ensure that its messages got to every citizen of the Emirates and to the outside world and to ensure that the needs of the citizens were met.

The role of the radio has changed considerably since it was established in 1969; due to the significant support of the Ministry of Information and Culture. Its capacity over the past two decades has increased to include the following services and programs:

1. General program
2. Holy Koran
3. Public station
4. Foreign languages (English, French, Urdu, Bengal)
5. Music (FM station)

In its first phase, Radio Abu-Dhabi broadcast on a medium wave with a frequency of seven Kilowatts (KW) which

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was later increased to 50 KW. In 1972, a short wave with a frequency of 120 KW was established to broadcast the Holy Koran, Muslim manuscript, news bulletins, drama, music and songs, etc... In 1976, the frequency of the medium wave station increased to 750 KW and it then increased even further to 4,000 KW.

According to a confidential report by the American Embassy in Abu-Dhabi, the voice of the United Arab Emirates from Abu-Dhabi has an estimated audience of 500,000 and transmits 13 news casts of world-wide affairs daily.\(^{22}\)

**Television Stations**

In his book *Communication Media in the U.A.E.*, Al-Nowies states that television has great effects on the audience because of its unique characteristics: sight, sound and movement. This is especially important when one considers that people rely on their vision 90% of the time to get information whereas their hearing is utilized only 8% of the time.\(^{23}\)

Because of its great importance, the government of the United Arab Emirates has established and operated five television stations; all based on the Phase Alternation Line

\(^{22}\)From a report obtained from the American Embassy in Abu-Dhabi, 1985.

(PAL) system. Television broadcasting is considered a public service in the UAE and as such it is 100% free of charge. Its programs include news, culture, entertainment and religion. It is required by law that some programs be local in content and material.

The audience of the television station of Abu-Dhabi was estimated at 700,000 in 1985. The station of Dubai also had an equivalent number of viewers. Three of the television stations broadcast in Arabic, while the other two stations broadcast in English and are mostly watched by expatriates. The three Arabic stations are: UAE Television of Abu-Dhabi, Dubai, and Sharja. The foreign stations are: Abu-Dhabi Television and Channel 33, Dubai. In addition to these five stations, there is a closed-circuit entertainment channel in Ras-Al-Khaima. This station broadcasts multi-cultural programs in their original production language for the purpose of introducing foreign cultures to the local audience.

Television Station of the United Arab Emirates in Abu-Dhabi

The television station of the United Arab Emirates operates on a PAL system from its major broadcasting center

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24From a report obtained from the American Embassy in Abu-Dhabi, 1985.
in Abu-Dhabi and from other centers in the Emirates. Daily broadcasting covers only 60% of the country and reaches about 75% of the population. The total broadcasting time is 11 hours a day divided into two periods: 10 A.M.-2 P.M. and 5 P.M.-12 midnight. On Fridays, the morning programs stop at 12 noon so the station can carry live prayers from mosques. On Holidays, broadcasting hours are extended and run from 10 A.M. to midnight. There are two ground stations in the country which were established to receive television signals from satellites.

The television station of the Emirates has a video library which consists of 15,000 video cassettes, and 10,000 film strips which contain information on many important topics. The station employs 400 individuals that include foreign experts, technicians, administrators, anchormen and anchorwomen.²⁵

The organizational structure of the UAE television is illustrated in the following chart:

Journalism: General Overview

Brief Historical Background

Printed materials have historically been very important means of mass communication. Many historians agree that the Chinese were the first to invent and use paper and movable type. Marco Polo, who sailed to China in the Thirteen Century, described upon his return to Venice in 1295, the Chinese printing process. However, it is a well known fact that the Germans were the first to introduce the movable type of printing to the Western World during the second half of the Fifteenth Century. At a later time, in 1686, Benjamin Harris arrived in Boston from England and in 1690, he published the first American newspaper: "Public Occurrences Both Foreign and Domestic". In 1704, the "Boston Newsletter" was published by John Campbell.26

Gradually, journalism began to assume a greater role in the political, social and economic affairs. Therefore, more people were encouraged to learn how to read. As literacy grew, more people turned to education and universities expanded. This educational expansion helped people to learn more about their lives and the way their government was

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Functions of Journalism

1. Information

One of the major functions of journalism is to inform the public of local and international events whether they are social, political, economical or scientific. In doing so, newspapers have to be objective and accurate.

2. News Analysis

In addition to reporting the news as they occur, newspapers have the added responsibility of interpreting, analyzing and commenting on these news. Reporting the news per se does not fully describe the function of newspapers at a time when the public can get the news from listening to the radio or watching television. Therefore, newspapers go beyond the mere function of reporting to present news analyses and commentaries: a contemporary newspaper collects, stores and analyzes information.

3. Education

Nowadays, newspapers publish various topics related to education, knowledge and sciences in a format that is simple and yet comprehensive. Readers of newspapers can benefit

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27 Ibid., 76.

from such publications to further their education and learn more about cultures.

4. Social Cohesion

Social Cohesion is the feeling of belonging of an individual to his society. Newspapers give their readers the opportunity to take their place in their society through their intellectual and political involvements. Newspapers encourage their readers to participate in social activities.

5. Expression of Opinions

Newspapers give their readers ample opportunities to express, in writing, their thoughts and opinions. Readers can have their ideas published in newspapers for other readers to benefit from.

6. Advertisement

It is quite obvious that newspapers have always been utilized by businesses and individuals to sell a variety of products. In doing so, businesses benefit by the potential of reaching a large number of consumers, consumers benefit because they find what they are looking for, and the newspapers benefit from the additional revenues generated from the adds.

7. Entertainment

Newspapers publish crosswords, puzzles, and other features that entertain the readers.
Journalism in the United Arab Emirates

Journalism in the United Arab Emirates is less than 30 years old. The date was 1966 when the Department of Information in Dubai City Hall issued the magazine of Dubai News. In 1968, the magazine of Ras-Al-Khaimah News was published. However, the first major newspaper in the U.A.E. was published in 1969. In fact, on October 20, 1969, Al-Ittihad newspaper was published as a weekly, state controlled newspaper. Al-Ittihad became daily on April 22, 1972. An agreement was made with a group of Arab journalists to produce and print the newspaper. Four major international news agencies were contracted to provide the newspaper with the latest news. The circulation of the paper increased from a thousand copies in 1972 to forty thousand in 1979.

Al-Khaleej newspaper published its first issue on October 10 1970, but it ceased to publish in 1972. It came back to the scene in 1980 when it was republished by the Gulf Institution for the Press, Printing and Publication in Al-Sharja.²⁹

Al-Ayam magazine was first published in Abu Dhabi in 1972. Al-Wihdah daily newspaper was published in August 1973, also in Abu Dhabi, and the Dhafra magazine was

published in London and the U.A.E. at the same time.

The magazine Al-Fajer which published its first issue on March 7, 1975, and which was changed in 1978 to a daily newspaper, was the first magazine to publish women issues in the U.A.E.

Khaleej Times and Gulf News are two daily newspapers published in English. Al-Azmina Al-Arabia is a weekly political and social magazine which started in 1979 in Al-Sharja.

Al-Bayan daily newspaper, which is characterized by its moderate views, published its first issue on May 10, 1980.

The U.A.E. founded the Arab Emirates News Agency on June 15, 1977. The objective of the agency was to link the United Emirates with the rest of the world by providing free and comprehensive news services and also to cover all formal events of the President, Rulers and Ministries.

The first decree to regulate printed materials in the United Arab Emirates was issued in 1973. This decree states that every publication should be authorized by the Ministry of Information and that the owner of the publication should be a citizen of the Emirates as should the editor-in-chief and the executive editor. Article 30 of the decree states that it is prohibited to criticize the President of the State or the Governors of the Emirates. Article 32 states that it

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is prohibited to publish any materials about presidents of other countries which may cause problems between the state and those Arab and friendly countries.

On September 15, 1980, another decree was issued which accounted for all the changes that took place since the first decree and this decree also assured freedom of the press within the limits of the law.

All newspapers published in the country receive generous financial aids from the state in order to accomplish their mission. All the Ministries in the country subscribe to local newspapers so that they can give, free of charge, copies to all their employees.

Journalism in the United Arab Emirates has been able to reach the top nationally and regionally and to compete with newspapers of other Gulf countries such as Kuwait, Bahrain, and Qatar.³⁰

Currently, there are 13 national newspapers and magazines in addition to other periodicals, 3 petroleum magazines, and 3 academic magazines published by the UAE University and the Emirates National Student Union.³¹

Recently, Al-Isslah magazine became one of the most important

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³¹Ibid.
weekly magazine in the country.

There is no doubt that this number of daily newspapers and other periodicals is very sufficient compared to the number of able readers in the UAE. This number is similar to that of papers and magazines in Kuwait, and it far exceeds that in Bahrain and Qatar.

In addition, national journalism in the U.A.E. has witnessed over the past few years a tremendous expansion in terms of capital, human resources and technologies. This expansion has enabled the newspapers and magazines of the UAE to surpass their counterparts in Bahrain and Qatar and to, at least, be as competitive as their counterparts in Kuwait. This rapid advancement is mainly attributed to the vast financial resources that were made available to national journalism as well as to the great efforts of expatriates.\textsuperscript{32}

\textbf{Mass Media Schools in the U.A.E.}

The United Arab Emirates has devoted great efforts to education ever since its independence in 1971. The first state university (U.A.E. University) opened its doors to students in 1978. The Department of Mass Media was established as one branch of the School of Humanities two years later. Its curricula and objectives were set by a

\textsuperscript{32}Ibid.
panel of professors of Mass Communication from the Arab World. Programs of studies at the School of journalism are based on letting the students decide their own specialties. This Department has graduated a considerable number of journalists who are currently working at the various press organizations of the U.A.E. There are ten professors who teach at the school. Four of these professors are citizens of the Emirates (two men and two women). It is worth mentioning here that all students of journalism are required to gain practical training in their respective fields of study. Training is usually conducted during the summer recess and it includes training in television, radio, newspapers and press agencies.

**Types of Journalism in the U.A.E.**

**Semi-official Journalism**

This type of journalism is considered independent financially and administratively but it is not owned by any individual or corporation. It is state controlled either because of its belonging to the Ministry of Information or to local governments or to the Advisory Council. This type of Journalism follows the general political program of the state and abides by the regulations set by those states. Al-Ittiihad and Al-Bayan are two examples of semi-official journalism and these two institutions formed the sample of
Independent Journalism

This type of journalism is characterized by individually owned newspapers or newspapers that belong to corporations. This type of journalism is independent in all aspects despite the fact that it receives some financial aid from the government. In the early 1970s, after the political independence of the U.A.E. and after the discovery of oil, a lot of national press organizations made the Gulf countries the center of attention of Arab journalists.\(^3\)

Problems of and Remarks on U.A.E. Journalism

The life of journalism in the United Arab Emirates began after the discovery of oil and the revenues that were generated as a result. Many newspapers and magazines are owned or controlled by the state through financial subsidies and through state laws that regulate publications. National newspapers were attempted but they were short-lived for reasons that extend beyond the scope of this chapter. Financial support, also, had dwindled due to the very high cost of publishing which is, in turn, due to the fierce competition among major newspapers to attract able journalists and to provide a very good quality editing.

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Ezzat\textsuperscript{34} indicates that two phenomena should be emphasized with regards to journalism in the United Arab Emirates. The first is that the number of newspapers and magazines is considered too great for the number of able readers in the country. This phenomenon is often explained by the fact that UAE newspapers and magazines target readers not only in the country but also throughout the Gulf. The second phenomenon is that most of the Editors-in-chief are citizens of the Emirates while most of the reporters and editors are from other Arab countries.

**Problems of Arab Journalism**

The major problems facing Arab Journalism as well as the UAE press can be summarized as follows:\textsuperscript{35}

1. Some Arab newspapers stop publishing because they cannot afford to buy paper.

2. Many U.A.E. newspapers have not been able to modernize their equipment nor have they been able to take advantage of the advanced technology of printing.

3. The weakness of individually owned newspapers since projects of this nature cannot cope with the industry of


contemporary journalism.

4. The instability which characterizes journalists working for private press organizations.

5. Privately owned newspapers have few editors who are asked to do a lot with a very limited budget.

6. Very few newspapers in U.A.E. employ graduates from the school of journalism. These newspapers do not encourage talented individuals to pursue a career in journalism.

7. Arab newspapers do not conduct any research to assess the needs of the readers or to solicit their opinions with respect to editing and producing the newspapers.

Organization of the Press in the U.A.E.

The researcher would like to present some background material regarding the founding of five press institutions in the United Arab Emirates. Two of these institutions were selected by the researcher to form the population of this study: Al-Ittihad and Al-Bayan. Therefore, it is important to provide more details about the administrational and editorial sections of these two institutions. The other three institutions will be described briefly.
A. The Al-Ittihad Press, Printing and Publishing Corporation

Historical Background

The Directory of Information in the Emirate of Abu Dhabi thought about publishing a newspaper which would cover the various activities of the Emirate. This was at a time when His Highness Sheik Zaid Ibn Sultan (ruler of Abu Dhabi) was trying to create a unity between the Emirates of the coast and Oman.

The Directory of Information thought that this was a good opportunity to start a newspaper to cover the important event and accordingly it published the first issue of the Al-Ittihad newspaper on October 20, 1969 and that marked the beginning of the first newspaper of the Gulf Emirates. Al-Ittihad started as a weekly paper and it was under the control of the Directory of Information in Abu Dhabi as far as administration, revenues and expenditures were concerned. In its first editorial, it was stated that the name Al-Ittihad has a great significance for it materialized what the public was working for in terms of getting united behind the leader and the pioneer of the movement His Highness Sheik Zaid.

The Al-Ittihad was first printed in Beirut, Lebanon

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until such time when a printing facility in Abu Dhabi could be installed. The circulation of this paper spread to all the Emirates where it was distributed. On April 22, 1972, Al-Ittihad became a daily newspaper and the number of printed copies rose from 13,000 in 1976 to 60,000 in 1986.37

The Al-Ittihad newspaper was under the jurisdiction of the Ministry of Information and Culture. Its first Chief Editor was not a citizen of the Emirates. However, in 1973 and after the first decree to regulate publications was issued, it was stated in Article One that the owner of the newspaper and its Chief Editor should be citizens of the Emirates and should, at least, be 25 years old.

In 1977, a united decree was issued to establish the Union of Press and Publication and that decree marked the beginning of a greater freedom for the institution of Al-Ittihad in that it became independent, financially and administratively.

The activities of the Al-Ittihad institution can be classified into three major categories: Journalism, Commercial printing, and distribution.

37Ibid., 1-3.
Development Background

The Al-Ittihad newspaper is considered a daily publication first issued in the United Arab Emirates on April 22, 1972. Its policy has changed according to changing its size from the tabloids to the broadsheet formats. The number of its pages has increased from 12 to 24. That in addition to many weekly supplements covering politics, culture, economy, sports and entertainment. Another change in design and format occurred very recently, on February 15, 1992. This recent change took place after a long struggle with administrational and financial problems that have faced the Al-Ittihad over the past six years.

The Al-Ittihad newspaper emphasizes news of the seven Emirates, in general, and the activities of His Excellency the President of the country, in particular. It also covers news from the Gulf and the neighboring Arab countries and has extensively been covering the Palestinian question. Of course, this order of covering the news is altered occasionally whenever there is a need to devote full attention and coverage to upcoming special events.\(^{38}\)

There is no doubt that the publication cycle (how often a paper or a magazine is published) of periodicals plays an

important role in their artistic appearances and their editorial materials because the length of the cycle gives the editor the opportunity to conduct in-depth analyses of events and their causes. Based on this, it can be seen that the Al-Ittihad newspaper, which changed from weekly to daily, required a change in editing and producing to focus more on reporting than on analyzing the news.\textsuperscript{39}

In addition to local Arab and Islamic news, Al-Ittihad covers international news from countries around the world and that is done within the regional policy of the state and its foreign relations with those countries because Al-Ittihad is the official newspaper of the U.A.E. However, being the official newspaper of the country does not mean that the Al-Ittihad neglects public issues which are important to its readers. For instance, the newspaper has covered the issue of rent control and it has also conducted interviews with citizens and officials about common issues and those interviews were often supplemented by statistics, charts and photographs.\textsuperscript{40}

Economic factors that prevailed in the late 1970s and early 1980s continued to change the newspapers in the United Arab Emirates. One change which occurred at that time is the

\textsuperscript{39}Ibid., 44.

\textsuperscript{40}Ibid., 49-50.
transformation of the Al-Ittihad newspaper from a local to a national paper. As a result, Al-Ittihad began transmitting information via facsimile systems to the Northern Emirates printing plant in Dubai; where the paper got reprinted and distributed to all northern cities and communities. Unfortunately, due to technical and financial considerations, this service stopped shortly after it began.

The organizational chart of the Al-Ittihad newspaper follows (see page 55).
Major Publications of the Al-Ittihad Corporation

Beside the Al-Ittihad newspaper, the Al-Ittihad Press and Publishing Corporation publishes other daily papers as well as weekly magazines. Among its publications are:

1. Emirates News

Emirates News is a semi-official daily newspaper which publishes in English. Its first issue dates back to 1970. It has an estimated circulation of 10,000. It is influential with business leaders, senior civil servants, and intelligentsia. 41 Emirates News reports worldwide issues without any editorials or analyses of its own. It devotes a full page daily to translating local and regional Arab press commentaries, of the previous day.

2. Majed Magazine

Majed magazine which was published on February 28, 1979 by the Al-Ittihad Press, Printing and Publishing Corporation is a children magazine for all boys and all girls. The first cover of the magazine was about the International Year of the Child.

The upper part of the magazine cover depicts the name Majed underneath the portrait of a child in traditional Emirate outfit and lots of children running towards the name.

41 From a report obtained from the American Embassy in Abu-Dhabi, 1985.
This magazine was printed using the offset printing methods in four colors including black. In 1981, Majed became the magazine of every Arab child from the Gulf to the Atlantic Ocean, it also became a friend to many Arab children. The reason of this vast distribution of Majed throughout the Arab World is the content of the magazine which reflects Arab culture and Islamic heritage.⁴²

Majed magazine came up with a great idea to attract children by publishing a photograph of the child along with their names, ages and schools. And this process included hundred of school children throughout the Arab World.⁴³

Despite everything, it can be stated that Majed magazine has been a success in the domain of children journalism in the Arab World. The distribution of the magazine rose from 10,000 copies in 1979 to 70,000 copies in 1981 and to more than 120,000 in 1984.⁴⁴

To stay in touch with its readers, Majed tries to find what the readers needs are. So, assessing the needs of the readers is an important issue. These needs are assessed in a variety of methods. For instance, the magazine examines the


⁴³Ibid., 113.

⁴⁴Ibid., 119-120.
thousands of letters it receives from the readers, surveys readers once a year and analyzes the data it receives back. Usually, the survey is published within the pages of the magazine and readers are asked to complete it and return it back to the magazine. A 2% return rate is considered acceptable for analysis purposes.\textsuperscript{45}

3. **Zahrat Al-Khaleel Magazine** ("The Flower of the Gulf")

This weekly magazine published its first issue on March 31, 1979. It is published every Saturday by the Al-Ittihad Press, Printing and Publishing Corporation. Zahrat Al-Khaleej is a weekly women magazine for the Gulf and the Arab World, which covers women's issues on 68 pages.\textsuperscript{46}

Zahrat Al-Khaleej magazine occasionally publishes patterns of women clothing along with a detailed description for designing and sewing. In addition, this magazine has spoken on behalf of women in the Emirates and called upon political leaders to realize the dreams of women (at that time) to unify the Emirates. In its first issue, the magazine commented on women participation in politics and stated that: "Because the issue is that of unity of the

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country and its future and of the cohesion of its citizens... women of my country have refused to be just spectators...”

Any research of women journalism in the Gulf, not only in the Emirates, cannot bypass the quality of this magazine editorials and their relationship to the needs of Gulf women. The magazine inform the readers of what goes on in women circles, reports the extent of progress attained by Gulf women, analyzes events that concerned women and covers women activities such as charities, social clubs and schools.

The quality coverage of women issues by Zahrat Al-Khaleej has been the result of employing experts in the domain of journalism who possess the scientific as well as the practical abilities and talents to perform at an excellent professional level.

4. Al-Ittihad Center for Research and Studies

The Center for Research and Studies at the Al-Ittihad Corporation was established to accomplish the following objectives:

1. To create a data bank, that is to store information on microfilms which can be accessed and used by the general public or by the journalists themselves.

2. To publish articles of research and studies of

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47 Ibid., 97-98.

48 Ibid., 100.
contemporary issues.

3. To publish a monthly research journal called Al-Kashaaf". The journal publishes a type of bibliography of studies which may be of use to students and journalists in a variety of fields.

Managerial and Editorial Organization

1. Managerial Organization

The Al-Ittihad Press Corporation has an organizational structure similar to a top-bottom hierarchy. All departments and sections are controlled by the top management which includes the Board of Directors, the General Manager, and the Editor in-chief. In their book "Management of Mass Communication Media", Khalid M. Ahmad (the previous General Manager of Al-Ittihad) and Saleh Abu Esba discuss the organization of the Al-Ittihad Corporation and state that the organizational chart of the Al-Ittihad Press Organization resembles a top-bottom type of chart. However, in practice, the Al-Ittihad has its unique organization.

The functions of press organization are different from those of other types of institutions which deal with only one line of business. Press Organizations are multi-line businesses which include journalism, distribution and industrial activities which take care of the printing
presses. Based on this concept of multi-functions, the organizational chart of Al-Ittihad is made flexible enough to accommodate all of its activities. (Chart is on Page 62).

As for decision-making in AL-Ittihad, it takes one of two forms:

1. Centralized decisions made by the Board of Directors or the General Manager. These decisions concern the general policies of the organization.

2. Decentralized or lower-level decisions made by directors of the various divisions of the paper. These decisions concern the various activities of each division.
The nature of journalism suggests flexibility in the way press organizations are structured. This flexibility is very much needed in journalism, especially when it comes to making editorial decisions or securing enough supplies of paper and ink.

This type of structure does not lead to any internal conflicts because certain decisions have to be made without delay. Other functions run according to the structure of the institution presided over by the General Manager who oversees a multitude of activities which range from human resources, to equipment to development and editorials.

The Board of Directors of the Al-Ittihad represented by the General Manager oversees all functions. The General Manager is also the Vice-Chairman of the Board of Directors and the Editor-in-Chief of more than one newspaper and magazine.  

The organizational chart of Al-Ittihad clearly shows two distinct divisions. The first is responsible for the editorial matters and presides over the newspaper and the two magazines of the Al-Ittihad Organization. It also includes the Center for Research and Studies. The second is responsible for the administration and finance divisions.

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which include finance, administration, purchasing, storage, services, printers, advertising and distribution.

2. Editorial Management

Editorial management of a newspaper requires both administrational and editorial capabilities. Administrational capability means the ability of the management to lead employees to function as a team. The leader of this team is the Chief Editor.

The structure of the editorial section of Al-Ittihad is as follows:

1. Editorial Council

The Editorial Council is presided over daily by the Chief Editor. It is attended by editors of all sections. A typical agenda consists of a presentation by the Chief Editor of the latest events and a discussion of these events. This is important because it sets the next course of action for the paper. In addition, the Editorial Council compares the news published in the various daily newspapers of the country, locally and internationally. The purpose of this comparison is to see whether or not there had been any neglects or scoops on the part of editors and journalists.

2. Editorial Manager

The Editorial Manager executes all decisions made by

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Ibid., 275-284.
the Editorial Council and any additional orders which may be issued later during the day. He also reviews the work of all editors of the paper and decides what will be published. Other functions of the Editorial Manager include the coordination between the editorial section and the printing section of the paper. All of these functions require remarkable journalistic and political education alongside the leadership capability.

3. Editorial Departments

The Editorial Departments include the desk, local news, foreign news, religion, economics, sports, culture and listening departments.

Desk, also known as "Kitchen", is the place where the production of editors ends up. It is presided over by the editorial manager.

Local news is the department responsible for covering news at the local level. The manager of this section is the one who directs the editors attention to important events.

The foreign news section covers all foreign events.

The religious section is responsible for publishing a religious supplement on Fridays.

The economic section follows the movement and the activities of local and foreign economies.

The sport section covers sport events at the local as
well as the international levels using either their own reporters or news agencies.

The cultural section is responsible for publishing the daily and weekly cultural material.

The listening section links the newspaper to hundreds of its reporters, editors and news agencies, among the major function of this section are:

Taping reports that come via the telephone lines, receiving reports sent by editors and reporters through special equipments, listening to international news bulletins broadcast by radio and television and taping them and presenting a brief summary of these news to the editor in charge.

3. Advertising

Advertisements of local offices of the government of Abu Dhabi appeared in the AL-Ittihad during the first month of its publication. Later, commercial, industrial and promotional adds started to appear in the paper.

Importance of Advertising

Advertising has always been important to four major parties: Businesses, consumers, advertising media (newspapers - radio - television) and society as a whole, in
addition to those who work in the domain of advertising (e.g. advertising agencies).  

The U.A.E. has become very distinguished in the domain of advertising in the world, in general, and in the Middle East, in particular. As evidence of its international place in the domain of advertising, the U.A.E. was awarded the first golden prize during the International Conference on Advertisement which took place in the city of San Paulo, Brazil, in 1983.

The major reasons for this rapid advancement in the domain of advertising are:

1. The continuing growth in the fields of economics and trades at levels, that are far greater than those in any other Gulf country.

2. The abundance of communication means and the fierce competition between communication agencies to acquire the advertisements.

3. Some newspapers and television stations were originally established as commercial stations.

4. The unique position of the U.A.E. in its position in the Gulf in terms of transit.

As for the Al-Ittihad newspaper, it runs many

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51 Ibid., 308.
52 Ibid., 310-315.
advertisements from Bahrain and Kuwait because of its
distribution throughout the Gulf. The Gulf Newspaper
publishes a weekly advertising supplement.

There is another way to acquire advertisements from the
outside world. For example, Al-Ittihad has signed an
agreement with the Overseas Agency in London to collect
advertisements from British companies and publish them in its
magazines and newspapers.

There is another element which distinguishes
advertising in the U.A.E. and that element is the existence
of a local branch of the International Agency for
Advertisement in Dubai. This branch includes among its
members all those working in advertising agencies, newspapers
and even in big companies which place the adds.

Because of the importance of advertising, The Al-
Ittihad Corporation has a large advertising department at its
headquarters. This department encompasses advertising,
production, arts, and has several administrators who
coordinate the activities of the production and arts
sections. The later section (arts) is considered the most
important section because it deals with the design and the
artistic production of adds.
4. Printing Management

Printing presses play an important role for press organizations. It has become quite impossible to establish a major daily newspaper without a printing press to produce and print the paper. The printing press occupies an important section of the building that houses the press organization because the proximity of the printing press to the offices of editors facilitates the production and the printing of the paper.

Printing Presses have developed over the years to become administratively independent. They also employ a lot of individuals whose specialties are compatible with the function of printing and producing.

Press organizations have always competed to own the most advanced printing presses and the most modern equipment so they can achieve the highest level of quality production.

The most important phase of printing is the offset. Nowadays, the computer is used in this operation because it is faster and more flexible than the conventional way of offsetting. The second phase consists of preparing the printing surface. The third phase consists of the final printing using the most advanced printing presses which can

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output papers at a considerable speed.

The management of the printing division provides all essential materials for printing; such as paper and ink. The printing divisions of press organizations also include sections which print newspapers and magazines published by the parent organization and other sections for commercial purposes.

5. Circulation Management

The Circulation Department is an important part of the organization. Typically headed by a circulation manager, this department or division handles taking subscription orders, and delivering the paper to the local community and surrounding areas.54

Press organizations rely on the distribution sections to distribute the printed copies to the readers via a network of internal and external distribution centers. Internally, distribution is done through bookstores which are spread throughout the country. External distribution is done through press agencies, advertising agencies, or public relations agencies.55

The first issues of local newspapers were distributed


free of charge to offices and homes for the purpose of introducing these papers to the readers, possibly as a prelude to potential readers' loyalty.

Al-Ittihad, the Gulf Newspaper, and Al-Bayan, among others, all distributed free copies at the beginning. However, this free distribution of the papers had to come to an end when professional distributors were hired to do the job.

The establishment of a distribution network has not been as successful as was anticipated. The success was limited to three of the eight local papers: Al-Ittihad, the Arab Gulf, and Gulf Times (English version). Al-Ittihad and the Arab Gulf were interested in reaching the readers for educational and cultural purposes while other papers wanted to reach lots of readers for commercial purposes.\(^5^6\)

The first newspaper to recognize the problems of distribution in the country was Al-Ittihad. Al-Ittihad had a fleet of cars and motorcycles for the purpose of reaching every corner of the country. Still, the paper; which is printed in Abu Dhabi, failed to reach other Emirates in time for local distribution. An attempt to use airplanes to distribute the paper to other Emirates had to be aborted.

shortly after it was made because it was very costly. This failed attempt led to the establishment of another printing press in Dubai with all the news fed from Abu Dhabi by telephone. This process, also known as "facsimile", was already in use in the U.S. and Europe to print many papers and magazines. This modern equipment was very successfully used by Al-Ittihad to solve the problem of late distribution of the paper in remote areas of the country.  

6. Employment

Journalism by nature requires the selection of the best qualified staff for practical experience, preparation and training. Journalism requires creativity and good marketing strategies and in order to be successful in these two fields it is necessary to plan ahead. Planning is what Al-Ittihad Press Organization has done over the years to select and train personnel for the departments of Editorial, Industrial, Marketing & Finance and Administration. However, at its inception, Al-Ittihad relied on qualified individuals from Egypt, Jordan, Syria and Lebanon, as it was natural for a press organization in its first phase to rely on expertise with considerable education and experience. Later, the management of the organization has continuously worked for the preparation of local professionals to fill positions at

57Ibid., 330-331.
its various sections and departments. This training of new employees has opened the door to them to succeed in their jobs.

There is a development plan for the future which aims at preparing local human resources to work at the various departments of the organization. Also the organization started an in-service training program for its employees in 1988. Preparation and training covers the fields of artistic work, production, photography & color processing, editing, computers & printing and binding. Al-Ittihad has also worked on preparing nationals in the domains of administration and journalism.

The table below indicates that the number of nationals who have received training in the institution increased from 14 in 1977 to 67 in 1987.59

From an interview with Mr. Ibrahim Saeed, Vice-President of Administration, Finance and Advertisement at Al-Ittihad Corporation.

Ibid.
<table>
<thead>
<tr>
<th>Year</th>
<th>Number of Trainees</th>
</tr>
</thead>
<tbody>
<tr>
<td>1977</td>
<td>14</td>
</tr>
<tr>
<td>1978</td>
<td>18</td>
</tr>
<tr>
<td>1979</td>
<td>37</td>
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<tr>
<td>1980</td>
<td>52</td>
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<td>1981</td>
<td>65</td>
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<td>59</td>
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<td>1985</td>
<td>69</td>
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<tr>
<td>1986</td>
<td>67</td>
</tr>
<tr>
<td>1987</td>
<td>67</td>
</tr>
</tbody>
</table>

The method of training is practical and it is complemented by working in the various departments of the institution, (or the newspaper), where the trainees will work.

Ahmed and Abu-Esba\textsuperscript{60} state that employment at the Al-Ittihad organization takes one of two forms:

1. Leadership positions such as administrative and editorial directors are filled by a decision made by the Board of Directors at the request of the Editor-In-Chief.

2. Other non-essential positions are filled by the general manager of the organization. Non-editorial positions are posted but prospective editors are contacted directly by the organization.

EMPLOYMENT STATISTICS AT AL-ITTIHAD

Calendar Year: 1990

<table>
<thead>
<tr>
<th>Department</th>
<th>Number of Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Citizens</td>
</tr>
<tr>
<td>Administration</td>
<td>24</td>
</tr>
<tr>
<td>Al-Ittihad newspaper</td>
<td>33</td>
</tr>
<tr>
<td>Zahrat Al-Khaleej</td>
<td>1</td>
</tr>
<tr>
<td>Majed Magazine</td>
<td>0</td>
</tr>
<tr>
<td>Emirate News newspaper</td>
<td>0</td>
</tr>
<tr>
<td>Printing Press</td>
<td>5</td>
</tr>
<tr>
<td>TOTAL</td>
<td>63</td>
</tr>
</tbody>
</table>

Percentage of Citizens = 63/571 = 11%

Source: Ibrahim Saeed, Vice-President of Administration, Finance, and advertisement at Al-Ittihad in an interview with the researcher in 1991.

In addition, the Al-Ittihad has many national and international bureaus and reporters. Its international bureaus are located in Cairo, Amman, Beirut, Paris, Moscow and Washington. Its national bureaus are located in Dubai, Al-Sharja, Al-Fajerah, Ras Al-Khaima, and Al-Ain.
B. The Al-Bayan Press, Printing and Publishing Corporation

Founded in May, 1980 in Dubai, this Arabic daily newspaper concerns itself mainly with local and international economic and business affairs. Its second page is fully devoted to economic news of the United Arab Emirates, in general, and of Dubai, in particular.

The Al-Bayan has an estimated circulation of 40,000 copies daily. It features long political and economic studies, assisted by a Research and Study Center which contains archives often used by both Al-Bayan and the Gulf News.®

Beside its focus on economic and business affairs, the Al-Bayan is also distinguished by its use of colored paper (rusty) instead of the regular white paper used by other papers. Its title is placed on the right top corner of the first page, contrary to the usual centered titles of other papers. These two factors have helped the Al-Bayan in its circulation to a great extent.®

The publication of the Al-Bayan was intended to add quality journalism to the local scene rather than to just add another paper. This issue was taken into account in the

development phase of Al-Bayan.

Al-Bayan wanted to be the first Arab daily newspaper which devotes a comprehensive coverage to the economy. For that purpose, Al-Bayan reserved two full pages daily to cover local and international business news.

At the local level, the publishers of Al-Bayan concerned themselves from the very beginning with local events; highlighting their positive aspects and dealing consciously with the negative aspects for the purpose of eliminating them. This role of Al-Bayan has been played in accordance with the nature of social, political and economical reforms that occurred in the country and also in accordance with the general goals of strengthening the unity of the Emirates. To materialize its objectives, Al-Bayan has relied on a network of reporters from all major cities of the country.

In covering Arab issues, Al-Bayan had recognized not only the importance of these issues but also their impact on the society: its citizens and its expatriates who are concerned with the events that take place in their native countries. A network of reporters from Arab capitals cover the Arab issues. The work of these reporters has contributed to giving the readers of Al-Bayan an accurate account of what goes on in the Arab world.
As for sports, the Al-Bayan has devoted a great effort to cover sports activities not only in the United Arab Emirates but also in other Gulf, Arab and international countries. In 1981, the Al-Bayan published the "Sports and Youth" magazine on a weekly basis. This magazine, which is currently being distributed to the Gulf Corporation Council and to other Arab countries, has also published a monthly magazine called the "Emirates Today" to cover public service news in both Arabic and English.

The establishment of Al-Bayan coincided with founding the Middle East Center for Research (MECR). At the beginning, the MECR consisted of three sections: Information, Archives and Research. The "Arab Bank for Information" was later added to the MECR. The latter was primarily used to store information about Arab issues, which may be later used by Research Centers on a subscription basis.

To help in the process of improving the cultural life in the country and in the Arab World, the Al-Bayan equipped itself with modern commercial printers which provided very advanced printing services to the entire region.
Organizational Features of the Al-Bayan Corporation

The Al-Bayan Corporation has adopted the most modern administrative systems to control the flow of work in a way that will optimize productivity. There is a great degree of decentralization which assures the various sections of the presses the needed level of flexibility in order to accomplish their goals within the framework of the general policy of the corporation.

The administrative system of the organization breaks down the levels of responsibility to a division, a department and a section (See Chart on Page 81).

The general manager of Al-Bayan Mr. Khalid Mohammed Ahmed, stated in an interview with the researcher that administration in Al-Bayan is based upon two principles:

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63From an interview with Mr. Khalid M. Ahmed, General Manager and Executive Chief Editor of Al-Bayan, 1991.
The AL-Bayan Organizational Chart

- Reporters
- Sports
- Varieties
- Translations
- Economics
- Arabian Peninsula
- Arab & Int'l Affairs
- Local News
- Editing
- Research
- Archives
- Corrections
- Production
- Equipment
- General Maintenance
- Commercial
- Newspaper
- Subscriptions
- Distribution
- Janitorial
- Transportation
- Public Relations
- Personnel
- Warehouses
- Secretarial
- Accounting

1. The principle of top-bottom hierarchy

This structure has one person at the top who supervises a group of subordinates and guides them through their daily activities. This structure does not rule out the principle of specialization at the level of divisions and departments. This means that every division or department has a set of functions that are similar in nature and which lead to an efficient execution of activities. The major elements of this structure represent the general manager at the top, followed by the directors, then by the heads of departments. The delegation of responsibilities is top to bottom while reporting is bottom to top.

2. The principle of flexibility

Flexibility means that one person can assume the responsibilities of more than one job if the volume of work is small or if there is a shortage of qualified individuals.

3. The principle of power definition

This principle has been adopted to limit the number of individuals under the supervision of one person in order to assure proper guidance and supervision.

4. The principle of delegating

Delegating means that a supervisor or a manager will delegate some of his responsibilities to his subordinates and will keep only those responsibilities that subordinates
cannot perform. In the absence of the supervisor or the manager, subordinates report directly to the individual who is the immediate superior of the absentee.

Abu-Esba and Ahmed state that the organizational chart of the Al-Bayan newspaper shows two major divisions: 1) Financial and Administrative, and 2) Editorial. The Editorial Division is not different from any editorial divisions of any other papers. However, the organization of the Division of Finance and Administration may reduce the efficiency of some of its departments. For instance, the independence of the Printing Division may lead to more flexibility, but in journalism, responsibilities cannot be independent: there must exist a fine equilibrium between the decisions made at the top and those made at the various divisions.64

Job Grades

Job grades for journalists are comparable to those of government institutions where national employees get special fringe benefits. Journalists are employed provided they meet some qualifications such as educational degree, experience and fields of specialties. The total number of journalists who work at the Al-Bayan organization is 200. Forty of those

are citizens of the Emirates and the rest are Arab nationals. The number of administrators at Al-Bayan is 400 including editors, technicians, clerks, and others.  

Incentive

There isn't any formal process of rewards or motivation for journalists and employees at Al-Bayan organization: all promotions and salary increases are random.  

Criteria for Journalists Selection

At the very beginning, the Al-Bayan organization did not follow any formal procedures for the selection and employment of journalists. Selection was done without giving any weights to either education or experience or specialty. However, two years ago the organization has improved its hiring procedures and set the following standards for the selection of journalist:

1. Priority should be given to citizens.
2. Every candidate should have an educational degree with a specialty in journalism.
3. All prospective employees should be interviewed to

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65 From an interview with Mr. Khalid M. Ahmed, General Manger and Executive Chief Editor of Al-Bayan, 1991.

66 Ibid.

67 Ibid.
determine whether or not they are qualified to do the job and, if necessary, to train them at the organization.

As for expatriates and if there's a need to hire them they are usually contracted to do a job for a one year period which can be extended by mutual agreements.

Training

The management of Al-Bayan has always concerned itself with giving the citizens of the Emirates the opportunity to select journalism as a potential job. For the first time ever in the Emirates the Al-Bayan has employed nationals in the departments of computers, production, photography and listening. The idea is to train those nationals within a limited period of time (3 months) so that the trainees can form a better picture of where they want to be placed within the organization. There are future plans to expend the editorial section of the organization to include more national talents. The editorial section also trains university students during summer time.

Benefits

The nature of the profession of journalism requires more benefits than just salaries. These additional benefits include airplane fares and yearly bonuses of up to 3% of the salary. These benefits are given to all employees at Al-
Bayan except the airplane fares which are provided to non-citizens only.

C. Other Press Organizations

In addition to the above described press organizations of Al-Ittihad and Al-Bayan, the United Arab Emirates has known other Arabic press organizations such as Dar Al-Khaleej and Al-Dhafra Corporations.

1. The Dar Al-Khaleej

The Dar Al-Khaleej was founded in the late 1960s. Its first publication was the Al-Khaleej newspaper which ceased publishing in 1972 then resurfaced in 1980. Its daily circulation is estimated at 50,000 copies. Ever since its inception, the Al-Khaleej newspaper has been characterized by its commitment to the national issues, in general, and to those of the youth of the Emirates in particular. This outspoken attitude of the paper might have hastened its closure for 8 years because of the unfavorable political milieu at the time.

The Al-Khaleej resumed publishing in 1980 as a daily paper headed by Rashid Omran. In its first phase of publication, the Al-Khaleej added a new feature to journalism

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in the Gulf: that of translating news analyses from major international newspapers and magazines. In a later phase, the Al-Khaleeij began focussing on women and children issues and needs. It also featured political caricature on its first pages. As a result, the circulation of Al-Khaleeij exceeded 50,000 copies at one point in time and its size doubled from 8 pages only in 1970 to 20 pages at the present time.

As previously mentioned, the Al-Khaleeij was known for its outspoken comments and its provocative headlines and it often attacked the foreign policy of the United States in the region. However, recently and after the Gulf war, Al-khaleeij has kept a low profile as regards national, political and democratic issues. It is believed that this change in the paper's general policy might have been the result of the recent appointment of one of its founders to the Council of Ministers. Another factor that might have contributed to this policy change is the building of new headquarters for the paper by the local government of Abu Dhabi. Recently, the Al-Khaleeij issued Al-Shoroog weekly magazine which is expected to be one of the important magazines in the country.

2. The Al-Dhafra Foundation

The Al-Dhafra Foundation was founded as a result of
publishing the **Al-Wahda** newspaper in Abu Dhabi on August 16, 1973. The **Al-Wahda** is the first independent newspaper to be published and printed in the United Arab Emirates.69

The **Al-Wahda** is a daily, independent political newspaper that was founded by Rashid Bin Oweida who is the Editor-in-Chief and owner. Mr. Oweida established a printing institution under the name of Al-Dhafra Foundation for the purpose of publishing a daily newspaper and several magazines. Al-Dhafra Foundation has been publishing **Heya** (She), a woman's magazine and **Al-Dhafra** magazine since 1974. **Al-Wahda** has been known for its instability with regards to its design, style and policies. Because of this instability, it is very difficult to account for all the names of its chief editors. This same instability has dropped **Al-Wahda** to the 5th place among the five daily newspapers in the UAE.

The **Al-Wahda** covers International and Local news, Art, Social issues, Entertainment, Sports and miscellaneous items on its last page.

In addition to **Al-Wahda** newspaper, Al-Dhafra Foundation publishes an Arabic comprehensive weekly magazine. Its first issue appeared on January 24, 1974. Rashid Bin Oweida has been its Editor-in-Chief. However, other managing editors,

writers and directors have changed so many times in a way that has affected the subject matter and the general format of what the magazine publishes.

Heva (She)

The Heva is the first national woman magazine in the UAE. Before Heva only one attempt was made to publish a bi-annual magazine called Al-Ahad Al-Jadeed (The New Era). Heva was initially published under the name of "Smia" in 1975. However, it ceased to publish after its first issue then it resumed publishing on a monthly basis until Suzan Abdullah was hired as its Editor-in-Chief in the second half of 1978. Since then Heva has been consistently published as a weekly magazine. Despite a lesser quality than Zahrat-Al-Khaleej, Heva continues to publish in the phase of fierce competition.

Al-Fajer (The Dawn)

The Al-Fajer Newspaper is the fifth Arabic press institution in the U.A.E. which has been publishing as an independent and political daily newspaper since 1978. Before then and since 1975, Al-Fajer was a weekly magazine using regular size paper (45x61 cm) in eight pages. Mr. Obeid Al-Mazroui is the owner and Editor-in-Chief. The former Chief-
Editor was the writer and poet Habeeb Al-Sayeg from Bahrain. The Al-Fajer has been focusing on economic and financial activities since 1978. It devotes one full page of financial services in English obtained daily from the Financial Times of London through a direct collection. In general, the Al-Fajer covers local events, investigations, economics, international news, women and society, education and art, sports and entertainment. In addition, its last page has a column called "Window to the World" and some international pictures and caricature.  

CHAPTER FOUR

REVIEW OF LITERATURE

Introduction

This chapter presents a review of literature related to four aspects of performance appraisal. These aspects are: 1) Definitions of performance appraisal systems, 2) Performance appraisal methods, 3) Performance appraisal interviews, and 4) Importance, Purposes and Goals of performance appraisal systems.

1. Definitions of Performance Appraisal

Latham and Wexley define performance appraisal as any judgement or decision that affects an employee's status in an organization regarding retention, termination, promotion, demotion, transfer, salary increase, or admission into a training program that affects any of the preceding factors, regardless of whether the rationale behind these decisions is made known to the employee.\(^1\)

Beer and Spector use the following definition for performance appraisal:

Performance appraisal is both a system of papers and procedures designed by the organization for use by its managers and an interpersonal process in which manager and subordinate communicate and

attempt to influence each other.\textsuperscript{72}

Schuler defines performance appraisal as

a formal, structured system of measuring, evaluating, and influencing an employee's job-related attributes, behaviors and outcomes, and level of absenteeism to discover at what level the employee is presently performing on the job. That is, how productive the employee is, and whether the employee can perform as or more effectively in the future so that the employee, the organization and society all benefit.\textsuperscript{73}

The above three definitions of performance appraisal all agree that performance appraisals are undertaken by an organization to assess the performance of its employees and to make job-related decisions. However, of all three definitions the most comprehensive is Schuler's because Schuler views performance appraisals as a means of measuring, evaluating, and monitoring the level of productivity of employees for the benefit of all concerned parties.

2. Performance Appraisal Methods

A review of relevant literature indicates that there is a wide range of performance appraisal methods. Each method has its own unique features and each can be looked at as


\textsuperscript{73} R. S. Schuler. From A.G. Alotaibi: Designing a Performance Appraisal System for the Civil Service of Kuwait (Doctoral Dissertation, Claremont University, Claremont, 1987).
appropriate for one particular organization, but not for other organizations. According to Alotaibi\textsuperscript{74}, there are four general groups of appraisal methods. These are: Comparative methods, Absolute Standards methods, Outcome-Oriented methods and Development-Oriented methods. Each of these four methods are briefly described below. One of the four will then be selected as the best method which fits the environment of press cooperations.

1. **Comparative Methods**

Comparative methods include four approaches: Straight Ranking, Alternative Ranking, Paired Comparison and Forced Distribution.

2. **Absolute Standards Methods**

Absolute Standard methods include the following six approaches: Free-Form Essay, Weighted Checklist, Forced choice, Graphic Rating Scales, Critical Incidents and Behaviorally Anchored Rating Scales (BARS).

3. **Outcome-Oriented Methods**

Outcome-Oriented methods include two general approaches to appraisals: Standards of Performance and Management By Objectives (MBO).

\textsuperscript{74} A. G. Alotaibi: Designing a Performance Appraisal System for the Civil Service of Kuwait (Doctoral Dissertation, Claremont University, Claremont, 1987), 33.
4. Development-Oriented Methods

This group of methods includes: Peer Appraisal, Subordinate Appraisal, Self-Appraisal and Assessment Centers. Of the above four groups of appraisal methods, Management By Objectives is the best known and the most used method. Management By Objectives (MBO) which was developed by Peter Drucker in 1954, includes three key elements:

1. Major areas of individual responsibility are well defined in terms of objectives (i.e. measurable results)

2. Regular feedback on performance is given to employees who can often monitor their own performance.

3. Employees participate with managers in both goal setting and performance appraisal.

Management By Objectives was designed based on theoretical assumptions about staff members. Briefly stated, the philosophy of MBO rests on the assumption that peoples employed by an organization derive a great deal of satisfaction from working effectively. Empirical evidence suggests that MBO does help improve performance. For instance, evidence clearly indicates that individuals who determine their own goals show higher performance and tend to aim for an improvement over past performance, and once improvement is achieved, they set higher goals for
themselves. According to Cascio and Awad\textsuperscript{75}, MBO has an edge over other performance appraisal methods because it is based on two key concepts:

1. The clearer the idea one has of what it is one is trying to accomplish, the greater the chances of accomplishing it.

2. Progress can only be measured in terms of what one is to make progress toward; compare achievement with objectives. Alotaibi\textsuperscript{76} cites the advantages of the MBO technique as follows:

   1. MBO focuses on results.
   2. It allows subordinates to set their own objectives.
   3. It allows supervisors to function as a coach and as a counselor, rather than just a judge.

These advantages make MBO close to being the perfect tool for measuring performance. Unfortunately for MBO advocates, there also are some disadvantages associated with this method. Among the disadvantages are the following:

1. MBO requires an agreement between supervisors and subordinates on setting performance objectives and this


\textsuperscript{76} A. G. Alotaibi: Designing a Performance Appraisal System for the Civil Service of Kuwait (Doctoral Dissertation, Claremont University, Claremont, 1987).
agreement may be difficult to reach because subordinates may want to set easy-to-accomplish objectives while their supervisors may want to set unrealistically high objectives.

2. Setting quantifiable objectives may not be as easy for some types of jobs (e.g., clerical work, routine work).

3. MBO may be undermined if the supervisor has an autocratic leadership style.

Moreover, Partricia King believes that Management By Objectives has a great deal of flexibility that managers in work organizations can benefit from for setting priorities and standards. King goes on to state that "by setting up a plan on the outset against which the employee's performance will later be measured, MBO takes the focus off the employee's personality and places it where it belongs". This process leads to an easier acceptance of results by employees. In addition, MBO focuses on each individual and does not lump all employees who share the same job title into one category.

Management By Objective was earlier described as an outcome-oriented appraisal tool. Another similar technique is the Standards of Performance. This technique is based upon the assumption that supervisors and employees will be

able to sit together and to set performance standards for a given period of time. Those performance standards must be reasonably measurable and achievable. Because standards are set by agreement, employees and supervisors are expected to abide by them. Table 1, following, presents one example of performance standards which are stated in quantifiable terms. This technique has been shown to be valid and reliable and to eliminate such rater errors as leniency and bias. Some of its disadvantages are: 1) it is time-consuming, 2) it requires considerable effort from both employees and supervisors and 3) it may open up areas of conflict between the supervisor and the employee.

Based on the above arguments for and against MBO, it can be stated that this technique is the best known, most used and most objective since it is based on the concepts of accountability and measurability. MBO may be the best appraisal method for press organizations because employees of these organizations are often judged by what they achieve; and setting quantifiable objectives may be the best available strategy for measuring what has been achieved.
Table 1
Standards of Performance

<table>
<thead>
<tr>
<th>Significant Job Segments</th>
<th>Standards of Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Safety</td>
<td>1. Monthly safety meetings are conducted in accordance with company schedules.</td>
</tr>
<tr>
<td></td>
<td>2. Safe operating procedures are followed by all employees.</td>
</tr>
<tr>
<td></td>
<td>3. Regular monthly inspections are held in department in accordance with approved checklist.</td>
</tr>
<tr>
<td></td>
<td>4. Action is taken within 5 days to correct any unsafe condition.</td>
</tr>
<tr>
<td></td>
<td>5. Monthly safety reports submitted by the 5th of the following month.</td>
</tr>
<tr>
<td>2. Controlling costs</td>
<td>1. Waste and scrap are kept below 2% of total production.</td>
</tr>
<tr>
<td></td>
<td>2. One cost-saving improvement per month initiated and put into operation.</td>
</tr>
<tr>
<td></td>
<td>3. Overtime costs held to a maximum of 3% of direct labor costs.</td>
</tr>
<tr>
<td></td>
<td>4. All purchases made in most economical manner according to a buying plan.</td>
</tr>
<tr>
<td></td>
<td>5. Overhead costs kept within budget limitations.</td>
</tr>
<tr>
<td></td>
<td>6. Salary controls exercised in accordance with salary administration plan.</td>
</tr>
<tr>
<td></td>
<td>7. Ratio of productivity to costs improved by 1% every 6 months.</td>
</tr>
<tr>
<td>3. Developing subordinates</td>
<td>1. New subordinates inducted and trained in accordance with a definite plan.</td>
</tr>
</tbody>
</table>
Table 1 (Continued)

2. Performance reviews held with all subordinates on an annual basis.

3. Appraisal and performance improvement plan aspects of the performance review program are reviewed with superior.

4. Discussions held with subordinates at least quarterly to see that performance improvement takes place according to plan.

5. Responsibilities & authority delegated to subordinates on a planned basis.


3. Performance Appraisal Interviews

Interviewing is a type of interpersonal communication which, typically, involves face-to-face interaction between two parties; interviewer and interviewee. These two parties take turn acting as sender and receiver. Some of the characteristics that make interviewing a unique form of communication are:

1. Interviews are conducted to achieve a specific purpose,

2. Interviews are more structured than informal conversations,

3. Interviews are more carefully prepared than informal
conversations, and

4. The sequence of the interview is more predictable in that the interviewer selects and asks questions while the interviewee provides responses to these questions.\textsuperscript{78}

Based on the above characteristics of interviews, Andrews and Baird define them as "Prepared, structured interactions between two or more parties in which questions and answers are used to achieve relatively specific and mutually understood purposes."\textsuperscript{79}

Now that interviews are defined, one may proceed to categorize them. Interviews can be one of several types including: Employment, Disciplinary, Appraisal, Grievance, Counseling, Exit, Information-Giving and Seeking, and Persuasive. However, and since the emphasis of this study is on appraisal performance, we will limit our discussion to appraisal interviews. Appraisal interviews serve the function of reviewing the performance objectives established for the employee in previous sessions so they (objectives) can be evaluated and changed or modified for the upcoming performance appraisal period. In some organizations, appraisal interviews are scheduled around the midpoint of the


\textsuperscript{79} Ibid., 170.
evaluation period so employees know what they have achieved at that point in time and so they can act according to what is expected of them from that point on.

In press organizations, appraisal interviews are a form of a structured meeting in which superiors (usually the Editor-in-Chief) meet with their editors, journalists, writers and reporters to discuss performance for a particular day. In this instance, subordinates are told what they have contributed to their daily newspaper or magazine or, at a smaller scale, to their respective departments. Superiors tell their subordinates where they stand vis-a-vis coverage of current events, what is expected of them, how they are doing on their jobs, what performance standards are still to be met, and how they can improve their performance; if deemed unsatisfactory. Subordinates are also told what errors they have made and ways to avoid them in the future. Their strong areas are highlighted and ways to use them more effectively are presented. In summary, what goes on during meetings at a press organization meets the standards of appraisal interviews as outlined earlier.

Some purposes of appraisal interviews are outlined by Andrews and Baird in their book "Communication for Business and the Professions". These include:

1. Telling employees where they stand: how
performance was judged by their superiors to have been during the review periods.

2. Giving the employees guidance for doing a better job in the future by setting objectives for them to accomplish.

3. Planning development and growth opportunities for the employee and identifying specific areas in which the employee needs to acquire more knowledge or skills, and

4. Giving the employees an opportunity to express their feelings about performance-related matters.\(^{80}\)

Research on appraisal interviews, however, have pinpointed a member of common problems. For instance, Lahiff found that appraisal interviews often tend to dwell "upon the individual's negative characteristics".\(^{81}\) In another study by Kay, Meyer, and French; it was found that worker's performance is negatively correlated with the number of weaknesses mentioned by their superiors during the interviews. In other words, the performance of employees tends to deteriorate as the number of weaknesses increases. The same study also found that pinpointing an increasing

\(^{80}\) Ibid., 215.

number of one's negatives tended to lower the rating employees gave to the organization's appraisal system.  

A second common problem is the "halo effect". This term is commonly used to describe the tendency people have to see one positive trait in someone and then to attribute to that person a variety of other positive traits. Thus, a halo is mentally placed around the head of that person. Andrews and Baird state that superiors often fall victims to the halo effect because pinpointing one positive trait often leads to overlooking other poor aspects of one's job.

Other problems include the "central tendency effect"; which occurs when all employees are rated as average because their superiors do not do the necessary work for spotting gradations, the "leniency effect"; which occurs when everyone is given an equally high rating, and the "critical effect" when everyone is judged deficient (i.e. no employee can measure up to the superior's standards) and the "recency effect"; which occurs when recent events are given more

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weight than past history.  Given all of these problems (which occur frequently), what can be done to avoid them? What can be done to optimize the usefulness of appraisal interviews and maximize their effectiveness as analytic and motivational tools?

Andrews and Baird drew on their own experiences to come up with two ways to have an effective appraisal: careful preparation and skillful procedures. Careful preparation consists of three major steps:

1. Reviewing the requirements of the employee's job. Downs et al. indicate that superiors rarely are able to provide accurate descriptions of their employees' written job duties as expressed in job descriptions. It is important to review the task(s) that the employee ought to have performed and to decide which task(s) is (or are) more important than others. Past appraisals (if any) should also be reviewed to remind the evaluator of any standards which might have been set in previous meetings.

2. Obtaining input from the employee concerning his level of performance. Input can be obtained via written questionnaires with emphasis on objectives, behaviors,

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84 Ibid., 216.

strengths and weaknesses, and career objectives. This type of information helps the evaluators to review the employee's perceptions before the interview begins.

3. Completing the performance review form required by the organization. These forms are the only written records of what superiors and employees have agreed on and they may serve as the basis for future personnel decisions.

Skillful procedures, according to Brett and Fredian, include seven steps:

1. Statement of the purpose of the meeting and a brief overview of the structure that the interview will follow.

2. Description of the important elements of the employee's past performance. Specific good and bad examples of the employee's performance should be provided by the evaluator.

3. Giving employees a chance to provide their own observations.

4. Listening to the employee actively and attentively.

5. Laying out future plans and goals.

6. Understanding of the decisions that have been reached.

7. Scheduling of meeting for progress reports and

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feedback.

The preceding paragraphs about appraisal interviews have all implied an exchange of information between superiors and subordinates. The question of providing the information on which performance appraisal is based is addressed next.

According to Latham and Wexley, the assessment of an employee's performance may be based on the observations of supervisors, employees themselves, peers, subordinates, people from outside the department, or some combination of the above. Most appraisals are based on observations by the employee's immediate supervisor because he or she has the responsibility for doing the appraisal. This method is often biased. Self-appraisals are appropriate where the employee is working alone or possesses a rare skill. Peer appraisals are useful because they usually are reliable and valid, unlike subordinate appraisals which have not yet been shown to be reliable and valid sources of information. Latham and Wexley state that "The ideal approach to making appraisals is to collect observations from multiple sources such as peers, subordinates, and the supervisor. Logical validity requires that contradictions among the different

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88 Ibid., 97.
resources be pointed out and resolved."

Careful preparation and skillful procedures in interviews are often the result of comprehensive training. Kaye and Krautz offer some suggestions that will make interviews more productive. These suggestions are:

1. **Anticipate the appraisal interview.** Subordinates will feel more at ease and therefore exert more effort for their organization when their participation is expected in the appraisal interview.

2. **Clarify expectations.** Employees and supervisors have different expectations of each other and that is not unusual. Meeting with each other will help improve the performance rating.

3. **Know personal strengths and weaknesses.** Rating themselves on their strengths and weaknesses prior to the rating interview helps subordinates to emphasize their strengths and to plan to overcome their weaknesses. This process will help them in their effort to find potential solutions to their weaknesses.

4. **Recognize the negative "shoulds."** Subordinates often work under several negative "shoulds" on the job, such

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89 Ibid., 98.

as:

(1) nodding to everything they hear from managers, (2) not voicing disagreement, (3) never questioning the views of the manager, (4) being defensive, (5) being prepared for the worst, (6) covering up all personal faults, (7) never admitting mistakes, (8) speaking only when spoken to, (9) keeping a low profile, and (10) trying to "snow" the boss."

These behavioral habits limit the effectiveness of the rating interview. The supervisor can help the subordinate to acknowledge these negative "shoulds" and to avoid them.

5. Be able to accept help. Subordinates should be able to welcome counseling and assistance from their supervisors. During the interview, the supervisor should explain his role in such a way as to insure that the subordinate believes and respects the ideas presented.

6. Probe for information. In the typical appraisal interview, the supervisor gives feedback and evaluates weaknesses while the employee just listens. This format has minimal value and may even be counterproductive, since employees often resent authority's attempts to change their behavior. Instead, the employees should be trained in how to "probe for information," for instance, by asking the supervisor to be more specific or to explain more about the problems. In this way, the interview becomes a two-way

\[91\] Ibid., 26.
communication, and the employees are better able to understand what their weaknesses are.

7. Avoid overly defensive behavior. It is natural for an employee to defend his or her behavior, but over defensiveness may hinder communication. Therefore, during the appraisal interview, employees should:

- Pay close attention to what their manager is saying, and don't start to frame excuses while the manager is speaking.

- Paraphrase what their manager tells them - from the manager's point of view. Give a definite indication that they understand what the manager has said.

- Avoid talking in terms of either/or. Avoid extreme words such as "never," "always," and "every time."

- Talk in shades of gray. Use such phrases as "from my point of view" and "as I see it."

- Be aware that they and their manager have different points of view, neither of which is totally right or wrong.

4. Importance, Purposes and Goals of Performance Appraisal

Importance of Performance Appraisal

In their book "Designing Performance Appraisal System," Mohrman, Resnick-West, and Lawler state that:

Performance appraisal in a work organization involves some of the most important aspects of people's sense of who they are and what they can be, since it deals with their competence and effectiveness. In addition, it is the point where the sometimes conflicting goals of organizations and individuals are dealt with. It is also an activity
that has important legal implications and can lead to the courtroom. Most of all, perhaps, it is an interaction between two human beings, who often are nervous, tense, defensive to some degree, poorly prepared to talk about such important issues, and full of their own misinterpretations, biases, hopes, and values.92

What makes performance appraisals important is that they are inevitable consequence of the way organizations are structured and jobs are designed. Evaluations of the performance of an employee's work is also critical and crucial to his or her development. Lavine and Wackman93 state that "the evaluation process should be done regularly. Done well, it provides a chance for meaningful feedback on many aspects of a staff member's performance."

Performance appraisal systems are often likened to seat belts. They are gradually becoming more and more important in the life of an organization. Latham and Wexley state in their book "Increasing Productivity Through Performance Appraisal" that

Performance appraisal systems are a lot like seat belts. Most people believe they are necessary, but they don't like to use them. As a result, appraisal systems are often used reluctantly to satisfy some formal organizational or legal requirement. In many


cases, managers are ingenious at finding ways to bypass them. This is unfortunate because performance appraisals are crucial to the effective management of an organization's human resources, and the proper management of human resources is a critical variable affecting an organization's productivity.94

Performance appraisal is fundamental to improving the productivity of an organization's human resources. Thus, a properly developed appraisal instrument is necessary because it "serves as a contract between the organization and an employee in that it makes explicit what is required of that individual."95 Appraising performance is also necessary because it "serves as an audit for the organization about the effectiveness of each employee".96 The standards for such a control system should be based on job behaviors that can objectively be measured and evaluated. The combination of performance feedback and the setting of specific goals based on this feedback enable the appraisal system to "fulfill its two most important functions, namely the counseling (motivation) and development (training) of employees. These are the primary purposes of performance appraisal because it is on the basis of an employee's motivation and training that

95 Ibid., 4.
96 Ibid., 4.
decisions are made regarding that an employee's retention, promotion, demotion, transfer, salary increase, and termination."\(^7\) Appraisals are also important because they are a primary source of "data needed for manpower planning, and a means of influencing employee performance and fulfilling the moral obligation of letting people know where they stand. Appraisal systems are also important as a protection against legal suits by employees who have been fired or demoted."\(^8\)

**Purposes of Performance Appraisal**

Performance appraisals are conducted to serve specific purposes or else they would be a waste of valuable working time. Lavine and Wackman outline four major functions of performance appraisals. These are:

1. To let employees know concretely how their current performance is rated,
2. To identify those employees who deserve merit pay increases,
3. To identify employees who require additional training, and
4. To identify employees who are candidates for

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\(^7\) Ibid., 4.

promotions. In a study conducted by Peck, the author was able to conclude that performance appraisals serve the following purposes:

1. To determine merit increases,
2. To provide a basis of feedback on employees' performance,
3. To set goals for job performance,
4. To determine training and development needs,
5. To identify promotion potential, and
6. To identify employees with specific skills and abilities.

Mohrman et al. have identified a number of possible purposes of appraisal systems which include the purposes to:

1. Set a basis compensation and rewards,
2. Plan employees' careers,
3. Plan human resources,
4. Improve performance,

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5. Document placement decisions, promotions, and firings,

6. Let employees know where they stand and to give them feedback, and

7. Set a basis of individual development and training.

Bernardin and Beatty\textsuperscript{102} classify the purposes of performance appraisal under two major categories:

1. To improve utilization of staff resources and

2. To provide a basis for personnel actions.

Each of these two major purposes has a number of sub-purposes which are summarized in Table 2, following.

Table 2

Purposes of Appraisal

A) To improve utilization of staff resources by:

1. Fostering improvements in work performance.
2. Assigning work more efficiently.
3. Meeting employees' needs of growth.
4. Assisting employees in setting career goals.
5. Recognizing potential for development to managerial positions.
6. Keeping employees advised of what is expected of them.
7. Improving job placement (i.e., effecting better employee-job matches).
8. Identifying training needs.
9. Validating selection procedures and evaluating training programs.
10. Fostering a better working relationship between subordinate and supervisor.
11. Fostering a better working relationship between work units.

B) To provide a basis for such Personnel actions as:

1. Periodic appraisal pursuant to laws of regulations.
2. Promotion based on merit.
4. Review at completion of a probationary period.
5. Warning about unacceptable performance.
6. Layoff or termination based on merit.
7. Career development or training needs on individual basis.
8. Demotion or reduction in grade.


Given all of these purposes, it seems obvious that performance appraisal plays a major role in the human resources systems of organizations to the extent that an organization cannot fully function without having a well-
developed, effective system for appraising performance. The complexity of performance appraisal is best represented by Bernardin and Beatty using the Landy-Farr Process Model of Performance Appraisal. This model is charted in Figure 1 and a brief description is shown in Table 3, following. The relevant parameters of a performance appraisal system are shown in Table 4, following.

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<table>
<thead>
<tr>
<th>Component</th>
<th>Brief Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Position Characteristics</td>
<td>Refers to characteristics of the particular position in which performance appraisal is being carried out. Of particular interest are the following characteristics: level in the organization's hierarchy; whether the job is line or staff; whether the job is &quot;blue collar&quot; or &quot;white collar&quot;.</td>
</tr>
<tr>
<td>2. Organization characteristics</td>
<td>Refers to global characteristics of the entire organization, including climate, span of control, seasonal variation in work force, and so on.</td>
</tr>
<tr>
<td>3. Purpose for rating</td>
<td>Refers to reasons why performance ratings are to be made. Some common purposes are counselling of ratees and salary decisions.</td>
</tr>
<tr>
<td>4. Rating process</td>
<td>Refers to the constraints placed on the rater by environmental or situational events, including how often and where rating takes place, degree of accessibility of final ratings, whether or not rater training takes place, and so on.</td>
</tr>
<tr>
<td>5,6 Scale development and rating instrument</td>
<td>Refers to the design and implementation of the tool for carrying out performance appraisal.</td>
</tr>
</tbody>
</table>
Table 3 (Continued)

<table>
<thead>
<tr>
<th>No.</th>
<th>Component</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>7,8</td>
<td>Rater and ratee characteristics</td>
<td>Refers to personal as well as demographic characteristics of the individual carrying out the rating and of those being rated.</td>
</tr>
<tr>
<td>9</td>
<td>Observation/storage</td>
<td>Refers to the raters' collecting and storing information that is relevant to performance.</td>
</tr>
<tr>
<td>10</td>
<td>Retrieval/judgment</td>
<td>Refers to the raters' use of the information to be used in performance appraisal.</td>
</tr>
<tr>
<td>11</td>
<td>Data analysis</td>
<td>Refers to the way performance appraisal data are fed into the personnel system (e.g., how numerical performance indices are combined).</td>
</tr>
<tr>
<td>12</td>
<td>Performance description</td>
<td>Refers to the results of the &quot;data analysis&quot; in component 11 which fed back to the appropriate sources.</td>
</tr>
<tr>
<td>13</td>
<td>Personnel action</td>
<td>Refers to the ultimate results of the performance appraisal data (e.g., feedback to employees, revision of selection systems, etc.).</td>
</tr>
</tbody>
</table>

Figure 1
A Process Model of Performance Appraisal

Source: Landy and Barr, 1980
Table 4

Relevant Parameters of a Performance Appraisal System

1. Type(s) of rater (peer, supervisor, external, subordinate, self).
2. What to measure, what to exclude (observability, importance, predictability).
3. Purpose(s) for appraisal (e.g., test validation, feedback, merit pay).
4. Confidentiality of results.
5. Frequency of appraisal (e.g., once per year or more often).
7. Frequency and type of feedback (e.g., absolute versus relative).
8. Group and/or individual appraisal (level of aggregation).
9. Relationship to other human resource components—establishing a data base.
10. Time required for appraisal (practicality).
11. Mode of processing data (e.g., computer compatibility).
12. Rater motivation and ability to rate accurately (cognitive processes).
13. Performance constraints (opportunity bias).
14. Task characteristics.
15. Organizational climate (e.g., trust in the appraisal process).


Organizations, in general, and those of the mass media, in particular, ought to pay more attention to the development of a proper appraisal system for achieving all of the previously mentioned purposes. These purposes give us the
impression that performance appraisal systems play an important role in achieving the organizational objectives. Experience has shown that performance appraisals have several positive consequences. Among them are the following:\textsuperscript{105}

1. An increased motivation to perform effectively,
2. An increased self-esteem,
3. Gaining new insights into the person being appraised,
4. A better definition of the job being evaluated.
5. Valuable two-way communication among individuals taking part,
6. A better understanding of the persons being evaluated,
7. A fair and credible distribution of rewards,
8. A clarification of organizational goals, and
9. A better planning of manpower, test validation, and development of training programs.

Given all of these potential positive outcomes of appraisal, one can conclude that a well-done appraisal serves the purpose of increasing both individual and organizational performance.

Goals of Performance Appraisal

Performance appraisals continue to be used in organizations because they help those organizations and their

staff members to achieve some goals or aims that organizations as well as individuals set for themselves. 

Organization's Goals

Performance appraisal plays an important part in the process of gathering information and controlling the various activities of complex organizations. Lawler and Rhode indicate that a control system needs data on what is occurring, and it needs a way of correcting or adjusting performance when change is needed. The design of performance appraisal systems of most organizations allows for information exchange and for influencing performance. That is, the performance appraisal systems are designed to provide the individual and the organization with data about what is going on, and they are also designed to be a medium through which the organization tries to influence the behavior of individuals. For organizations, planning and developing their human resources is as important as effectively utilizing their economic resources. Thus, identifying development needs and promotion potentials are frequent goals of appraisal. In fact, data gathered from performance appraisals can, and often does, help organizations to pinpoint who might be good candidates for

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development and just what kinds of development experiences might be best for them. Thus, organizations conduct appraisals so that they can plan, coordinate, and administer training and development programs.

Performance appraisals are often aimed at influencing work motivation. Lawler, in 1981, argued that motivation depends on the extent to which valued rewards are perceived to depend on performance. Peck, in 1984, supported Lawler's argument and found that 459 out of 510 surveyed organizations tied rewards such as promotions and pay increases to the results of performance appraisal. Both the development and motivation goals of performance appraisals are important to the existence of organizations.

Individuals' Goals

As the organization tries to accomplish the above stated goals through performance appraisal, so does the individual. Individuals want and seek feedback on their performance since such feedback helps these individuals learn more about themselves and this need exists even at the top.

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108 Ibid., 6.


levels of management. Why do individuals seek to obtain information on their performance? This question may be answered by stating that most individuals hope to get favorable appraisals which give them a sense of satisfaction. However, when appraisals are negative, those individuals tend to experience failure and feedback becomes difficult to accept.

Individuals and organizational goals are sometimes in conflict. Mohrman et al. point out the major conflicts between organizations and individuals and state that:

To accomplish its purposes, the organization needs complete and valid data about the nature of the individual's skills and performance, but it is often not in the best interests of the individual to provide such data. The conflict, then, is over the exchange of valid information. As long as the individual sees appraisal as having an important influence on rewards, the potential for this conflict continues.

In summary, this chapter reviewed several performance appraisal systems and approaches. It also reviewed the importance of performance appraisal systems and their common advantages and disadvantages.

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CHAPTER FIVE

FINDINGS

The data collected from editors and from journalists and administrators were analyzed and compared using the Statistical Analysis System (SAS). The statistical procedures used included one-way frequency distribution, two-way frequency distribution, and t-test procedures. The results of these procedures are summarized in Tables 5 thru 38. What follows is an attempt to analyze these findings in order to answer the research questions and test the hypotheses of the study.

Research Question 1-5

What are the standards of performance and the nature of the performance appraisal system in the Al-Ittihad and Al-Baian Journalism?

The standards of performance of the appraisal system are measured by four items from the Journalists and Employees Questionnaire. The distribution of responses of journalists and employees on these items is summarized in Table 5, below.

Table 5 indicates that there does not exist any type of regular performance appraisal whether on an annual or monthly basis. When an appraisal does exist, it takes a format that is very much dependent on the evaluator himself: 84.2% of journalists indicated that they did not see evaluation forms and most employees (78.7%) indicated that evaluation either does not exist or it is secretive (i.e known only to their superiors).
TABLE 5
STANDARDS OF PERFORMANCE AS VIEWED BY JOURNALISTS

<table>
<thead>
<tr>
<th>ITEM</th>
<th>N</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do you have an annual performance appraisal system in this press?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>YES</td>
<td>50</td>
<td>41.7</td>
</tr>
<tr>
<td>NO</td>
<td>70</td>
<td>58.3</td>
</tr>
<tr>
<td>Total</td>
<td>120</td>
<td>100.0</td>
</tr>
</tbody>
</table>

| Do you have a monthly performance system in your journalism organization? |    |    |
| YES                                       | 38 | 33.3 |
| No                                        | 76 | 66.7 |
| Total                                     | 114| 100.0 |

| Are there forms to be filled out?          |    |    |
| YES                                       | 19 | 15.8 |
| NO                                        | 101| 84.2 |
| Total                                     | 120| 100.0 |

| Method of Evaluation:                      |    |    |
| Interview & form                           | 4  | 3.3 |
| Interview only                             | 19 | 15.6 |
| Forms only                                 | 3  | 2.5 |
| Secret method                              | 50 | 41.0 |
| No method                                  | 46 | 37.7 |
| Total                                     | 122| 100.0 |

The nature of the performance system is measured by two items from the Journalists and Employees Questionnaire. The distribution of responses on these items is shown in Table 6, following:
TABLE 6
NATURE OF APPRAISAL SYSTEM AS VIEWED BY EMPLOYEES

<table>
<thead>
<tr>
<th>Appraisal system is:</th>
<th>N</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very open and constructive</td>
<td>21</td>
<td>21.2</td>
</tr>
<tr>
<td>Reasonably open and constructive</td>
<td>50</td>
<td>50.5</td>
</tr>
<tr>
<td>Not very open and constructive</td>
<td>19</td>
<td>19.2</td>
</tr>
<tr>
<td>Not at all open and constructive</td>
<td>9</td>
<td>9.1</td>
</tr>
<tr>
<td>Total</td>
<td>99</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Table 6 indicates that the current appraisal system, when it takes place, is viewed by journalists and employees as open and constructive (71.7%). The remainder of respondents (28.3%) did not think that the current appraisal system was very open or constructive.

Research Question 2 What perceptions do superiors, journalists, and employees have about the current performance appraisal system?

Perceptions of superiors and employees of the current performance appraisal system are summarized in Tables 7, 8, 9, 10, 11, 12, 13 (Employees), and 14, 15, 16, 17 (Superiors).

Employees' Perceptions

Journalists and employees of both press organizations perceived their current appraisal system as being based on standards and criteria that are unknown to them (63.6%) or that are set by their superiors (22.4%) (Table 7).
As practiced in their press organizations, the current appraisal system is perceived by employees as being a random process not aiming at any specific goal (42.7%), on the one hand, and as a process aiming at improving the performance and developing the potentials of journalists (41.1%), on the other hand (see Table 8). Excluding these two extremes, journalists perceived their current appraisal system as a process aiming at improving the quality of their messages to the United Arab Emirates society (29.8%) or aiming at controlling and disciplining them (25.8%) (also shown in Table 8).

With respect to the format of the performance appraisal system, most employees (56.7%, Table 9) indicated that it is an annual evaluation of every journalist, while 43.3% indicated that it is only an annual evaluation of journalists whose performance is at either end of the scale (i.e. either poor or outstanding). However, in responding to another item, journalists indicated that the current performance rating does not differentiate between the poor and the outstanding journalists (Table 10) and that it is consistently unfair (Table 11). In fact, only 8.3% of respondents indicated that the current performance rating is consistently fair. Moreover, most journalists believe that the current appraisal system has had a negative effect, that is to increase group conflict (42.1%) or it has not helped at all (34.2%) (Table 12).
If the current appraisal system is as indicated by most journalists, then where do problems lie? When asked to check the potential sources of trouble of their appraisal system, most employees (58.9%) attributed the problem to the lack of communication between themselves and their superiors, followed closely by personality clashes (41.1%), then by the lack of training of evaluators (37.1%) (Table 13).
TABLE 7
EMPLOYEES' PERCEPTIONS OF CURRENT APPRAISAL SYSTEM

<table>
<thead>
<tr>
<th>ITEM</th>
<th>N</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>The current appraisal system in my journalism is based on:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Objective and acceptable performance criteria and standards</td>
<td>15</td>
<td>14.0</td>
</tr>
<tr>
<td>Criteria and standards set by superiors and perceived to be objective and acceptable by them</td>
<td>24</td>
<td>22.4</td>
</tr>
<tr>
<td>Criteria and standards that are unknown to me</td>
<td>68</td>
<td>63.6</td>
</tr>
<tr>
<td>Total</td>
<td>107</td>
<td>100.0</td>
</tr>
<tr>
<td>Item</td>
<td>N</td>
<td>%</td>
</tr>
<tr>
<td>----------------------------------------------------------------------</td>
<td>----</td>
<td>-----</td>
</tr>
<tr>
<td>Performance appraisal as practiced in my press organization is:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A process aimed at performance improvement and journalist development</td>
<td>51</td>
<td>41.1</td>
</tr>
<tr>
<td>A process aimed at assessing journalists' training needs</td>
<td>22</td>
<td>17.7</td>
</tr>
<tr>
<td>A process aimed at making decisions on layoffs of journalists</td>
<td>23</td>
<td>18.5</td>
</tr>
<tr>
<td>A process aimed at controlling and disciplining journalists</td>
<td>32</td>
<td>25.8</td>
</tr>
<tr>
<td>A process aimed at improving quality and quantity of journalism messages to the UAE society</td>
<td>37</td>
<td>29.8</td>
</tr>
<tr>
<td>A process not aiming at any kind of improvement in the press performance</td>
<td>53</td>
<td>42.7</td>
</tr>
</tbody>
</table>

Note: N represents the number of respondents who checked the stated items.
### TABLE 9
EMPLOYEES' PERCEPTION OF THE FORMAT OF PERFORMANCE APPRAISAL

<table>
<thead>
<tr>
<th>ITEM</th>
<th>N</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance appraisal in my organization of journalism takes the form of:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>An annual evaluation of every journalist</td>
<td>38</td>
<td>56.7</td>
</tr>
<tr>
<td>An exclusive annual evaluation report for journalists whose performance is either poor or outstanding</td>
<td>29</td>
<td>43.3</td>
</tr>
<tr>
<td></td>
<td>67</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Note: 57 respondents did not answer.

### TABLE 10
EMPLOYEES' PERCEPTION OF THE CURRENT JOURNALISTS RATINGS

<table>
<thead>
<tr>
<th>ITEM</th>
<th>N</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Journalist ratings made under the current appraisal system:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Consistently differentiate between high and low achievers</td>
<td>8</td>
<td>8.3</td>
</tr>
<tr>
<td>Sometimes differentiate between high and low achievers</td>
<td>42</td>
<td>43.7</td>
</tr>
<tr>
<td>Does not differentiate between high and low achievers</td>
<td>46</td>
<td>47.9</td>
</tr>
<tr>
<td>Total</td>
<td>96</td>
<td>99.9</td>
</tr>
</tbody>
</table>

Note: 28 subjects did not answer.
### TABLE 11
EMPLOYEES' PERCEPTION OF THE FAIRNESS OF THE CURRENT APPRAISAL SYSTEM

<table>
<thead>
<tr>
<th>ITEM</th>
<th>N</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>The journalists ratings under the current appraisal system are:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Consistently fair</td>
<td>27</td>
<td>8.3</td>
</tr>
<tr>
<td>Sometimes fair</td>
<td>48</td>
<td>43.7</td>
</tr>
<tr>
<td>Consistently unfair</td>
<td>46</td>
<td>47.9</td>
</tr>
<tr>
<td>Total</td>
<td>121</td>
<td>99.9</td>
</tr>
</tbody>
</table>

Note: 3 subjects did not answer.

### TABLE 12
EMPLOYEES' PERCEPTION OF THE RELEVANCE OF THE CURRENT APPRAISAL SYSTEM TO WORK ENVIRONMENT

<table>
<thead>
<tr>
<th>ITEM</th>
<th>N</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>The current appraisal system in my journalism:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Helped enhance work-group cohesiveness</td>
<td>27</td>
<td>23.7</td>
</tr>
<tr>
<td>Helped increase group conflict</td>
<td>48</td>
<td>42.1</td>
</tr>
<tr>
<td>Did not help at all</td>
<td>39</td>
<td>34.2</td>
</tr>
<tr>
<td>I do not know if there is a performance appraisal system</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td>Total</td>
<td>114</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Note: 10 subjects did not answer.
TABLE 13
EMPLOYEES' PERCEPTIONS OF THE PROBLEMS OF THE CURRENT APPRAISAL SYSTEM

<table>
<thead>
<tr>
<th>ITEM</th>
<th>N</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>The problem of the present appraisal system is attributed to:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lack of communication</td>
<td>73</td>
<td>58.9</td>
</tr>
<tr>
<td>Lack of training of appraisers</td>
<td>46</td>
<td>37.1</td>
</tr>
<tr>
<td>Personality clashes</td>
<td>51</td>
<td>41.1</td>
</tr>
<tr>
<td>Failure to be constructive</td>
<td>45</td>
<td>36.3</td>
</tr>
<tr>
<td>Failure to follow appraisal with action</td>
<td>39</td>
<td>31.5</td>
</tr>
</tbody>
</table>

Note: N represents the number of subjects who responded to the stated item.
Superiors' Performance

Most superiors perceived the current appraisal as a random process: a process not aiming at any kind of improvement of performance of journalists (50%, Table 15). This perception agrees with that of employees (explained earlier). Only one third of superiors perceived the current appraisal system as being a process aiming at performance improvement and journalist development. Moreover, most superiors indicated that the current appraisal system aims at controlling and disciplining journalists (Table 14).

Superiors agree with employees that the current appraisal system takes the form of an annual evaluation of every journalist (Table 16), and that the sources of trouble in the current system can be attributed to lack of communication (60%), lack of training (43.3%), personality clashes (40%), and failure to follow up appraisals with action (40%) (Table 17).

Research Question 3 To what extent is the performance appraisal system related to the reward system in both press organizations?

The answer to this question is measured by the responses to an item in the Employees Questionnaire which asks journalists to indicate the extent to which the current appraisal system has allowed their press organization to reward them. As indicated in Table 18, most employees said that the current rating system has allowed their press
organization to reward their contribution to a "moderate to great" extent (53.9%). Almost one third of respondents said it did not reward them at all.

### TABLE 14

**SUPERIORS' PERCEPTIONS OF APPRAISAL SYSTEM OBJECTIVES**

<table>
<thead>
<tr>
<th>Perceived Major Objective</th>
<th>N</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>To control and discipline journalists</td>
<td>10</td>
<td>33.3</td>
</tr>
<tr>
<td>To develop journalist skills, abilities and knowledge</td>
<td>8</td>
<td>26.7</td>
</tr>
<tr>
<td>To determine pay increases and promotion</td>
<td>2</td>
<td>6.7</td>
</tr>
</tbody>
</table>

Note: Some respondents checked more than one item, and some did not check any item at all.
### TABLE 15
SUPERIORS’ PERCEPTIONS OF APPRAISAL SYSTEM PRACTICES

<table>
<thead>
<tr>
<th>Response</th>
<th>N</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance improvement and journalist development</td>
<td>10</td>
<td>33.3</td>
</tr>
<tr>
<td>Assessing journalist training needs</td>
<td>4</td>
<td>13.3</td>
</tr>
<tr>
<td>Making decisions on journalist layoffs</td>
<td>5</td>
<td>16.7</td>
</tr>
<tr>
<td>Controlling and disciplining journalist</td>
<td>5</td>
<td>16.7</td>
</tr>
<tr>
<td>Not aiming at any kind of improvement in the press performance</td>
<td>15</td>
<td>50.0</td>
</tr>
</tbody>
</table>

Note: Some respondents checked more than one item, and many did not check any item at all.

### TABLE 16
SUPERIORS’ PERCEPTIONS OF SELECTIVITY OF APPRAISAL PROCESS

<table>
<thead>
<tr>
<th>Form of Performance Appraisal</th>
<th>N</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>An annual evaluation of every journalist</td>
<td>7</td>
<td>58.3</td>
</tr>
<tr>
<td>An exclusive evaluation report for the journalist whose performance is either poor or outstanding</td>
<td>5</td>
<td>41.7</td>
</tr>
</tbody>
</table>

Note: 18 respondents did not answer this item.
### TABLE 17
SUPERIORS' CRITICISMS OF THEIR APPRAISAL SYSTEM

<table>
<thead>
<tr>
<th>Criticism</th>
<th>N</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of communication/consultation on the aims and objectives of the scheme</td>
<td>18</td>
<td>60.0</td>
</tr>
<tr>
<td>Lack of training of appraisers</td>
<td>13</td>
<td>43.3</td>
</tr>
<tr>
<td>Personality clashes</td>
<td>12</td>
<td>40.0</td>
</tr>
<tr>
<td>Failure to be constructive</td>
<td>15</td>
<td>50.0</td>
</tr>
<tr>
<td>Failure to follow up appraisals with action</td>
<td>12</td>
<td>40.0</td>
</tr>
</tbody>
</table>

**NOTE:** Some respondents checked more than one item.

### TABLE 18
EMPLOYEES' OPINION ON THE FLEXIBILITY OF THEIR APPRAISAL SYSTEM

<table>
<thead>
<tr>
<th>ITEM</th>
<th>N</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>To what extent did your last performance rating allow your press to reward your contribution to the accomplishment of the journalism's goals?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>To a great extent</td>
<td>14</td>
<td>15.7</td>
</tr>
<tr>
<td>To a moderate extent</td>
<td>34</td>
<td>38.2</td>
</tr>
<tr>
<td>To a little extent</td>
<td>13</td>
<td>14.6</td>
</tr>
<tr>
<td>Not at all</td>
<td>28</td>
<td>31.5</td>
</tr>
<tr>
<td>Total</td>
<td>89</td>
<td>100.0</td>
</tr>
</tbody>
</table>

**Note:** 35 subjects did not answer this item.
Research Question 4  Do most employees and their superior support the concept of developing a new performance appraisal system?

Employees and Superiors were asked to indicate whether or not they supported the idea of either modifying the current system or replacing it with a new system. The vast majority of both superiors and employees agreed that they would support the idea of modifying and/or replacing the current appraisal system (Tables 19 and 20).

Research Question 5  To what extent is the current performance appraisal system effective?

Table 21 summarizes superiors' opinion about the effectiveness of the current appraisal system. Based on these opinions, about 64% of respondents believe that the current system has little effectiveness as regards the accurate assessment of individual performance, moderate effectiveness as regards the potential of differentiating between the various levels of performance and as regards the recognition of individual contribution to the efficiency and economy of civil service. However, most superiors believe that the current system is not effective when it comes to the simplicity and fairness of administering this system.
**TABLE 19**
EMPLOYEES' OPINION ON REPLACING THE CURRENT APPRAISAL SYSTEM

<table>
<thead>
<tr>
<th>ITEM</th>
<th>N</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do you agree with the idea of replacing the current appraisal system with a new one?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>YES</td>
<td>103</td>
<td>89.6</td>
</tr>
<tr>
<td>NO</td>
<td>12</td>
<td>10.4</td>
</tr>
<tr>
<td>Total</td>
<td>115</td>
<td>100.0</td>
</tr>
<tr>
<td>Do you agree with the idea of modifying the current appraisal system?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>YES</td>
<td>104</td>
<td>90.4</td>
</tr>
<tr>
<td>NO</td>
<td>11</td>
<td>9.6</td>
</tr>
<tr>
<td>Total</td>
<td>115</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Note: 9 respondents did not answer these two items.

**TABLE 20**
SUPERIORS' OPINIONS OF NEED TO REPLACE OR MODIFY THE CURRENT APPRAISAL SYSTEM

<table>
<thead>
<tr>
<th>ITEM</th>
<th>N</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Replace</td>
<td></td>
<td></td>
</tr>
<tr>
<td>YES</td>
<td>24</td>
<td>96.0</td>
</tr>
<tr>
<td>NO</td>
<td>1</td>
<td>4.0</td>
</tr>
<tr>
<td>Modify</td>
<td></td>
<td></td>
</tr>
<tr>
<td>YES</td>
<td>21</td>
<td>87.5</td>
</tr>
<tr>
<td>NO</td>
<td>3</td>
<td>12.5</td>
</tr>
<tr>
<td>Areas</td>
<td>Not at all</td>
<td>To a little extent</td>
</tr>
<tr>
<td>-------------------------------------------</td>
<td>------------</td>
<td>--------------------</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>%</td>
</tr>
<tr>
<td><strong>Accurately reflecting Individual's performance</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>4</td>
<td>8.2</td>
</tr>
<tr>
<td><strong>Distinguishes between various levels of performance</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>4</td>
<td>18.2</td>
</tr>
<tr>
<td><strong>Recognizes individual's contributions to efficiency and economy of civil service</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>5</td>
<td>22.7</td>
</tr>
<tr>
<td><strong>Is simple to administer</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>6</td>
<td>27.3</td>
</tr>
<tr>
<td><strong>Can be fairly and uniformly administered</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>8</td>
<td>36.4</td>
</tr>
</tbody>
</table>
Hypothesis 1-5

Employees who participate in performance standards will be more satisfied and have better relationship with their superiors than will journalists and employees who did not participate in the process.

Employees and journalists were asked to indicate whether or not they participated with their superiors in establishing what was expected of them on the job during their last rating period. Those same employees and journalists were later asked to rate their level of satisfaction with their superiors on a scale of 1 (very low) to 5 (very high).

To test this hypothesis, a t-test procedure was used. Employees were divided into two groups: Participants and non-participants. The difference in mean responses of these two groups on their satisfaction with their superior was tested at the .05 level of significance. The results of this test are presented in Table 22. Even though there was not any statistically significant difference between the two groups of employees (t-value= 1.791, df=114, p=.078), participants' level of satisfaction with their superiors was, nonetheless, higher than that of non-participants.
TABLE 22
DIFFERENCES BETWEEN EMPLOYEES WITH RESPECT TO SATISFACTION WITH SUPERIOR

<table>
<thead>
<tr>
<th>GROUP</th>
<th>N</th>
<th>MEAN</th>
<th>S.E.</th>
<th>DF</th>
<th>T-VALUE</th>
<th>PROB.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Participants</td>
<td>92</td>
<td>3.87</td>
<td>0.089</td>
<td>114</td>
<td>1.791</td>
<td>0.078</td>
</tr>
<tr>
<td>Non-participants</td>
<td>24</td>
<td>3.50</td>
<td>0.248</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Hypothesis 2 The current performance appraisal system is not working as it "ought to be".

To test this hypothesis, a series of t-test procedures were used. Each t-test computed the significance of the difference between superiors' perceptions of the performance appraisal system as is now and their perceptions of the system as it should be. The results of these tests are presented in Table 23. Respondents were asked to rate six roles of the appraisal system as they are perceived now (current) and as they should be (Ideal). Each role was to be rated on a scale of 1 "little important" to 4 "very important".

On every role, superiors ratings of the ideal roles significantly differed from their ratings of the current ratings. The difference between the two sets of ratings was
consistently positive in favor of the "Ideal" ratings. In other words, superiors indicated that the roles of the performance appraisal system should significantly have more importance placed on them than what it is now.

**TABLE 23**

SUPERIORS' OPINIONS OF CURRENT AND IDEAL ROLES OF PERFORMANCE APPRAISALS (means)

<table>
<thead>
<tr>
<th>Role of Performance Appraisal</th>
<th>Current</th>
<th>Ideal</th>
<th>T-Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assessment of performance in current position</td>
<td>25 2.58 1.27</td>
<td>3.41 0.57</td>
<td>3.67**</td>
</tr>
<tr>
<td>Assessment of promotion potential</td>
<td>24 2.21 1.06</td>
<td>3.15 0.91</td>
<td>3.61**</td>
</tr>
<tr>
<td>Improvement of journalism message to the public</td>
<td>20 2.33 1.02</td>
<td>3.04 0.79</td>
<td>2.67*</td>
</tr>
<tr>
<td>Counseling journalist on areas for performance improvement</td>
<td>25 3.00 1.17</td>
<td>3.57 0.74</td>
<td>2.58*</td>
</tr>
<tr>
<td>Motivation of journalists</td>
<td>23 2.40 1.00</td>
<td>2.96 0.91</td>
<td>2.61*</td>
</tr>
<tr>
<td>Selection of journalists for training or assignments</td>
<td>23 2.52 1.00</td>
<td>3.38 0.80</td>
<td>3.53**</td>
</tr>
</tbody>
</table>

**NOTE:** Respondents were asked to rate the importance of the role that performance appraisals now have (current) and the importance of the role they should have (ideal) in each of the processes listed, using a 4-point scale, with 1=of little or no importance, 2=somewhat importance, 3=important, and 4=very important.

* Significant at .001 level
** Significant at .05 level
Hypothesis 3  Most journalists and administrators in the press will express their dissatisfaction with the current appraisal system, since reward programs for outstanding performance are inadequate.

Employees satisfaction with the current appraisal system was measured by their responses to five items of their questionnaire. The distributions of responses on these items are presented in Tables 24, 25, 26, 27 and 28.

Table 24 indicates that most employees expressed their dissatisfaction with the current press practices of selecting journalists for promotions (52.3%), awards (62.4%), and discharge (63.1%).

Table 25 indicates that most employees (66.4%) were satisfied with the amount of pay, while the majority of employees expressed their dissatisfaction with the opportunity for advancement on the job (51.3%) and with the opportunity for rewards (66.1%).

Table 26 shows that most employees (77.3%) were satisfied with their last performance rating.

Table 27 shows that employees rated their satisfaction with the current appraisal system as being average to very low.

Overall, Table 28 indicates that most employees were somewhat to very dissatisfied with their press performance.
TABLE 24
EMPLOYEES' SATISFACTION WITH CURRENT PRESS PRACTICES

| ITEM | SATISFIED | | | DISSATISFIED |
|------|-----------|-----|-----|
|      | N   | %   | N   | %   |
| How satisfied right now are you with your press's practices of selecting journalists for each of the following personnel actions? | | | |
| Promotions | 51 | 47.7 | 56 | 52.3 |
| Awards | 41 | 37.6 | 68 | 62.4 |
| Discharge | 38 | 36.9 | 65 | 63.1 |

Satisfied includes: very satisfied, satisfied, and slightly satisfied.
Dissatisfied includes: very dissatisfied, slightly dissatisfied, and dissatisfied.
<table>
<thead>
<tr>
<th>ITEM</th>
<th>SATISFIED</th>
<th>DISSATISFIED</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>N   %</td>
<td>N   %</td>
</tr>
<tr>
<td>How satisfied are you right now with each of the following aspects of your job?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Amount of pay</td>
<td>79 66.4</td>
<td>40 33.6</td>
</tr>
<tr>
<td>Opportunity for advancement</td>
<td>55 48.7</td>
<td>58 51.3</td>
</tr>
<tr>
<td>Opportunity for rewards</td>
<td>38 33.9</td>
<td>74 66.1</td>
</tr>
</tbody>
</table>

Satisfied includes: very satisfied, satisfied, and slightly satisfied.
Dissatisfied includes: very dissatisfied, slightly dissatisfied, and dissatisfied.

<table>
<thead>
<tr>
<th>ITEM</th>
<th>N   %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall, how satisfied were you with your last annual performance rating?</td>
<td></td>
</tr>
<tr>
<td>Very to somewhat satisfied</td>
<td>25 22.7</td>
</tr>
<tr>
<td>Somewhat to very satisfied</td>
<td>85 77.3</td>
</tr>
<tr>
<td>Total</td>
<td>110 100.0</td>
</tr>
</tbody>
</table>

Note: 14 subjects did not answer.
### TABLE 27
EMPLOYEES' SATISFACTION WITH CURRENT APPRAISAL SYSTEM

<table>
<thead>
<tr>
<th>ITEM</th>
<th>N</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>I rate my satisfaction with the current appraisal system as:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Very high</td>
<td>5</td>
<td>4.4</td>
</tr>
<tr>
<td>High</td>
<td>32</td>
<td>28.3</td>
</tr>
<tr>
<td>Average</td>
<td>37</td>
<td>32.7</td>
</tr>
<tr>
<td>Low</td>
<td>13</td>
<td>11.5</td>
</tr>
<tr>
<td>Very low</td>
<td>26</td>
<td>23.0</td>
</tr>
<tr>
<td>Total</td>
<td>113</td>
<td>99.9</td>
</tr>
</tbody>
</table>

Note: 11 subjects did not answer.

### TABLE 28
EMPLOYEES' SATISFACTION WITH THEIR PRESS PERFORMANCE RATING

<table>
<thead>
<tr>
<th>ITEM</th>
<th>N</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall, how satisfied are you with your press performance rating?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Very satisfied</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td>Satisfied</td>
<td>10</td>
<td>8.5</td>
</tr>
<tr>
<td>Somewhat satisfied</td>
<td>15</td>
<td>12.8</td>
</tr>
<tr>
<td>Somewhat dissatisfied</td>
<td>30</td>
<td>25.6</td>
</tr>
<tr>
<td>Dissatisfied</td>
<td>43</td>
<td>36.8</td>
</tr>
<tr>
<td>Very dissatisfied</td>
<td>19</td>
<td>16.2</td>
</tr>
<tr>
<td>Total</td>
<td>117</td>
<td>99.9</td>
</tr>
</tbody>
</table>
Hypothesis 4 Most of the communicators and general employees will have negative attitudes towards the current appraisal system.

A series of items included in the Journalists and Employees Questionnaire measured their attitudes towards the current appraisal system. Table 29, for instance, indicates that only 28% of employees thought that the current performance system was very helpful in allowing them to know what their promotion opportunities were. Table 30 also shows a negative attitude of employees towards the current appraisal system since the number of employees who regarded the current system as being aimed at controlling them was far greater than the number of employees who thought otherwise. In addition, more than half of the employees thought that the current appraisal system either spoiled the relationship between themselves and their superior or did not help at all in developing any kind of mutual understanding between the two parties (see Table 31). Table 32 also shows a negative attitude of employees towards the current rating system since 32.1% thought that the current system was either poor or below average. These negative attitudes are expressed despite the fact that most employees thought that they had a clear understanding of what was expected of them when their superiors discussed their last performance rating with them.
(Tables 33 and 34).

TABLE 29
EMPLOYEES' OPINION ON THE HELPFULNESS OF THE PERFORMANCE RATING

<table>
<thead>
<tr>
<th>ITEM</th>
<th>N</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>How helpful was your last performance rating in allowing</td>
<td></td>
<td></td>
</tr>
<tr>
<td>you to know what your promotion opportunities are?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Very helpful</td>
<td>23</td>
<td>28.0</td>
</tr>
<tr>
<td>Moderately helpful</td>
<td>28</td>
<td>29.3</td>
</tr>
<tr>
<td>Slightly helpful</td>
<td>17</td>
<td>20.7</td>
</tr>
<tr>
<td>Not helpful</td>
<td>18</td>
<td>22.0</td>
</tr>
<tr>
<td>Total</td>
<td>86</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Note: 38 subjects did not answer this item.
TABLE 30
EMPLOYEES' UNDERSTANDING OF THE OBJECTIVES OF THE CURRENT APPRAISAL SYSTEM

<table>
<thead>
<tr>
<th>ITEM</th>
<th>N</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>The major objective(s) of the current appraisal system is/are:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>To enable editorial management to control and discipline journalists</td>
<td>43</td>
<td>34.7</td>
</tr>
<tr>
<td>To enable editorial and managerial management to develop journalist,</td>
<td>10</td>
<td>8.1</td>
</tr>
<tr>
<td>skills, abilities, and knowledge to improve their performance</td>
<td></td>
<td></td>
</tr>
<tr>
<td>To enable editorial and managerial management to determine pay</td>
<td>2</td>
<td>1.6</td>
</tr>
<tr>
<td>increases and promotions</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Note: some subjects checked more than one item and many subjects did not check any item at all.
### TABLE 31
RELATIONSHIP BETWEEN EMPLOYEES' PARTICIPATION AND THEIR PERCEPTIONS OF RELATIONS WITH SUPERIOR

<table>
<thead>
<tr>
<th>ITEM</th>
<th>PARTICIPANTS</th>
<th></th>
<th>NON-PARTICIPANTS</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Effect of the current appraisal system</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Helped developed mutual understanding between superior and myself</td>
<td>36</td>
<td>43.4</td>
<td>8</td>
<td>33.3</td>
</tr>
<tr>
<td>Helped spoil relationship between superior and myself</td>
<td>4</td>
<td>4.8</td>
<td>4</td>
<td>16.7</td>
</tr>
<tr>
<td>Did not help at all</td>
<td>43</td>
<td>51.8</td>
<td>12</td>
<td>50.0</td>
</tr>
<tr>
<td>TOTAL</td>
<td>83</td>
<td>100.0</td>
<td>24</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Chi-square (2,107) = 3.96 (Not significant at .05)

### TABLE 32
EMPLOYEES' RATING OF THE CURRENT APPRAISAL SYSTEM

<table>
<thead>
<tr>
<th>ITEM</th>
<th>N</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>In my judgment, the current appraisal system used in my journalism is:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Excellent</td>
<td>26</td>
<td>23.9</td>
</tr>
<tr>
<td>Good</td>
<td>19</td>
<td>17.4</td>
</tr>
<tr>
<td>Average</td>
<td>29</td>
<td>26.6</td>
</tr>
<tr>
<td>Below average</td>
<td>31</td>
<td>28.4</td>
</tr>
<tr>
<td>Poor</td>
<td>4</td>
<td>3.7</td>
</tr>
<tr>
<td>Total</td>
<td>99</td>
<td>100.0</td>
</tr>
</tbody>
</table>

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### TABLE 33
SUPERIOR-EMPLOYEE COMMUNICATION ABOUT LAST ANNUAL PERFORMANCE RATING

<table>
<thead>
<tr>
<th>ITEM</th>
<th>N</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Did your superior discuss your last annual performance rating with you?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>YES</td>
<td>34</td>
<td>48.6</td>
</tr>
<tr>
<td>NO</td>
<td>36</td>
<td>51.4</td>
</tr>
<tr>
<td>Total</td>
<td>70</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Note: 54 subjects did not answer this item.

### TABLE 34
EMPLOYEES' UNDERSTANDING OF LAST PERFORMANCE RATING

<table>
<thead>
<tr>
<th>ITEM</th>
<th>N</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>How clear an understanding did you have about the kind of editorial performance which was expected of you during the last rating period?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Very clear</td>
<td>57</td>
<td>46.3</td>
</tr>
<tr>
<td>Clear</td>
<td>52</td>
<td>42.3</td>
</tr>
<tr>
<td>Unclear</td>
<td>10</td>
<td>8.1</td>
</tr>
<tr>
<td>Very unclear</td>
<td>4</td>
<td>3.3</td>
</tr>
<tr>
<td>Total</td>
<td>113</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Note: 11 subjects did not answer this item.
Hypothesis 5  Editorial and Managerial employees will want to change or modify the current appraisal system, but superiors will favor modifying the current appraisal system instead of changing it.

The results presented in Table 35, following, indicate that this hypothesis could not be retained since the vast majority of both employees and superiors want to modify and/or change the current appraisal system.

<table>
<thead>
<tr>
<th></th>
<th>EMPLOYEES</th>
<th>SUPERIORS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>N</td>
<td>%</td>
</tr>
<tr>
<td><strong>MODIFY</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>YES</td>
<td>104</td>
<td>90.4</td>
</tr>
<tr>
<td>No</td>
<td>11</td>
<td>9.6</td>
</tr>
<tr>
<td><strong>CHANGE</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>YES</td>
<td>103</td>
<td>89.6</td>
</tr>
<tr>
<td>NO</td>
<td>12</td>
<td>10.4</td>
</tr>
</tbody>
</table>
Supplementary Data

Some results which could be of interest are presented in Tables 36, 37, and 38.

Table 36 presents the feelings of superiors about the current appraisal system.

Table 37 summarizes the opinions of superiors about the usefulness of the specialized training in some areas.

Table 38 presents the opinions of superiors as regards the desirable linkage between performance ratings and necessary follow-up personnel actions.

The major findings presented in Table 36 are:

1. Most superiors agreed that their boss's appraisals were helpful in guiding their career development.

2. About 40% of superiors agreed that the current appraisal system did not help them in their efforts to develop their subordinates to the fullest capabilities.

3. More superiors agreed that they had no access to past appraisal records when the time came to make personnel decisions.

4. Only 10% of superiors believe that top management refers to performance appraisal records when they make major decisions.

The results of Table 37 indicate that special training of superiors in preparing performance appraisals, using their
own press rating forms, and counseling subordinates on their performance was very helpful.

The results of Table 38 show that it would be very desirable to base such personnel actions as salary increases, promotions, terminations, awards, and training on the results of performance appraisals.
TABLE 36
SUPERIORS' AGREEMENT WITH STATEMENTS ABOUT
CURRENT APPRAISAL SYSTEM

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>My boss' appraisals were helpful in guiding my career development</td>
<td>2 8.3</td>
<td>13 54.2</td>
<td>2 8.3</td>
<td>5 20.8</td>
<td>2 8.3</td>
</tr>
<tr>
<td>Current system is no help in my efforts to develop subordinates' full capabilities</td>
<td>3 13.0</td>
<td>6 26.1</td>
<td>6 26.1'</td>
<td>5 21.7</td>
<td>3 13.0</td>
</tr>
<tr>
<td>Current system leaves me uncertain about where I stand</td>
<td>0 0.0</td>
<td>7 31.8</td>
<td>11 50.0</td>
<td>1 4.5</td>
<td>3 13.6</td>
</tr>
<tr>
<td>current system helps me to communicate to subordinates exactly where I stand</td>
<td>4 18.2</td>
<td>5 22.7</td>
<td>7 31.8</td>
<td>6 27.3</td>
<td>0 0.0</td>
</tr>
<tr>
<td>When top management makes major decisions, they use performance appraisal records</td>
<td>2 10.0</td>
<td>0 0.0</td>
<td>6 30.0</td>
<td>10 50.0</td>
<td>2 10.0</td>
</tr>
<tr>
<td>In making personnel decisions, I had no access to past appraisal records</td>
<td>3 14.3</td>
<td>7 33.3</td>
<td>6 28.6</td>
<td>3 14.3</td>
<td>2 9.5</td>
</tr>
</tbody>
</table>
### TABLE 37
SUPERIORS' OPINIONS ABOUT USEFULNESS OF SPECIALIZED TRAINING IN CERTAIN AREAS

<table>
<thead>
<tr>
<th>Area of Special Training</th>
<th>Yes, and it was very helpful</th>
<th>Yes, but it was not helpful</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>N %</td>
<td>N %</td>
<td>N %</td>
</tr>
<tr>
<td>Preparing journalist performance appraisals or evaluations</td>
<td>20 87.0</td>
<td>0 0.0</td>
<td>3 13.0</td>
</tr>
<tr>
<td>Using your press' rating form</td>
<td>16 76.2</td>
<td>1 4.8</td>
<td>4 19.0</td>
</tr>
<tr>
<td>Counseling Subordinate journalists on their performance</td>
<td>14 70.0</td>
<td>1 5.0</td>
<td>5 25.0</td>
</tr>
</tbody>
</table>

### TABLE 38
SUPERIORS' OPINIONS ABOUT DESIRABLE LINKAGES BETWEEN PERFORMANCE RATINGS AND PERSONNEL ACTIONS

<table>
<thead>
<tr>
<th>Personnel Actions</th>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>N</td>
<td>%</td>
</tr>
<tr>
<td>Salary quality performance increase</td>
<td>15  68.2</td>
<td>7  31.8</td>
</tr>
<tr>
<td>Promotions</td>
<td>18  81.8</td>
<td>4  18.2</td>
</tr>
<tr>
<td>Dismissals</td>
<td>15  71.4</td>
<td>6  28.6</td>
</tr>
<tr>
<td>Incentive awards</td>
<td>15  78.9</td>
<td>4  21.1</td>
</tr>
<tr>
<td>Selection for training</td>
<td>11  68.8</td>
<td>5  31.3</td>
</tr>
</tbody>
</table>

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Summary of Findings

The above findings can be summarized as follows:

1. Overall, the data indicates that performance appraisal in the Al-Ittihad and the Al-Bayan Organizations is very much dependent on the evaluator himself. As indicated by employees of both institutions of journalism, the evaluation of performance is conducted at random. It is important to note here that when an evaluation takes place, it is viewed by respondents as being very open and constructive (Tables 5 and 6).

2. Journalists and employees of both press organizations perceived their current appraisal system as being based on criteria and standards that are not known to them or that are pre-determined by their superiors (Table 7). As for the aims of the current appraisal system, most journalists indicated that those aims include the improvement of the quality of their messages to the society and controlling and disciplining journalists themselves (Table 8).

3. Most journalists indicated that the current appraisal system does not differentiate between poor and outstanding performances. In addition, this system has been consistently unfair and has had a negative effect, that is to increase group conflict (Table 10).
4. The most commonly identified (by journalists) sources of problems of the current appraisal system are: the lack of communication between journalists and superiors, personality clashes, and the lack of training of evaluators (Table 13).

5. Superiors agreed with subordinates that the current appraisal system is a random process not aiming at any improvements (Table 15). 16.7% of superiors perceived the current system as aiming at controlling journalists. Superiors also identified the major sources of troubles in the current system. These sources include the lack of communication with subordinates, personality conflicts, training and failure to follow-up appraisals with action (Table 17).

6. The current appraisal system was perceived by employees as being moderately to strongly related to the reward systems in effect at both press organizations. This means that rewards are based on results of performance appraisals to a great extent. However, there is a possibility that other factors (not related to performance) could lead to rewarding some of the journalists at any given time (Table 18).

7. When asked if they would support the development of a new appraisal system, or the modification of the current
system, most journalists and superiors said they would like to see a new system replace the current one (Tables 19, 20).

8. No statistically significant differences were found between the level of satisfaction of journalists who participated with their superiors in setting performance standards and criteria and the level of satisfaction of those who did not participate. Even though the difference was not statistically significant, it was found that journalists who participated in setting their performance standards were more satisfied and had better relationship with their superiors than those who did not or could not participate (Table 22).

9. The current appraisal system is not functioning as it could. This was supported by the perceptions of superiors of the current functions of the system as opposed to the ideal functions of such a system. Statistically significant differences were found between perceptions of current functions and perceptions of ideal functions.

On every role of the appraisal system, superiors thought the current system is performing far below the level it should be performing at (Table 23).

10. Journalists and administrators indicated that they were dissatisfied with the current appraisal system as regards the selection of journalists for promotion, awards, discharge, advancement on the job and rewards (Tables 24, 161.
11. Journalists expressed their satisfaction with the current appraisal system as regards pay (Table 25).

12. Most journalists had negative attitudes towards the current appraisal system. Journalists thought that the current system aimed at controlling them, that it did not help develop any type of mutual understanding with their superiors (Table 29 to 34).

13. Performance appraisal records are rarely used when top management makes major decisions (Table 36).

14. The majority of superiors favored relating the performance appraisal system to such personnel actions and decisions as salary review, promotions, dismissals, awards, and selection for training (Table 38).
CHAPTER SIX

SUMMARY, CONCLUSIONS, SUGGESTIONS AND RECOMMENDATIONS

Summary

Purpose of the Study

The purpose of this study was two-fold: 1) to evaluate the performance appraisal system of the press organizations of the United Arab Emirates and 2) to suggest possible alternatives to the existing system.

Methodology

This study took place in the Fall of 1991, at the Al-Ittihad and Al-Bayan Press Organizations in the United Arab Emirates. The population of the study consisted of all superiors, journalists, and employees of the above mentioned two organizations. The selection of Al-Ittihad and Al-Bayan was made because these two press organizations were considered fairly representative of all press organizations in the U.A.E. The total number of participants in this study was 200; distributed as follows: 120 employees, 40 journalists and 40 superiors. However, only 146 of the participants completed and returned the questionnaires and, thus, the valid number of cases for this study was 146. Two questionnaires were used to collect the data of the study:
one for Superiors and one for Journalists and Employees. In addition, the researcher conducted formal interviews with the General Manager of Al-Ittihad and with the Chief Editor of Al-Bayan. Additional data sources such as books and journals were also used in the data gathering process. The collected data was statistically analyzed to provide answers to the following research questions and hypotheses.

Research Questions and Hypotheses

Research Questions

This study attempted to answer the following questions:

1. What are the standards of performance and the nature of the performance appraisal system at the Al-Ittihad and Al-Bayan Press Organizations?

2. What perceptions do superiors, journalist, and employees have about the current performance appraisal system?

3. To what extent is the performance appraisal system related to the rewards system in both Press Organizations?

4. Do most employees and their superiors support the concept of developing a new performance appraisal system?

5. To what extent is the current performance
Research Hypotheses

The following research hypotheses were tested:

1. Employees who participate in setting performance standards will be more satisfied and have better relationships with their superiors than will journalists and employees who do not participate in the process.

2. The current performance appraisal system is significantly different from the ideal performance appraisal system.

3. Most journalists and administrators will express their dissatisfaction with the current appraisal system, since reward programs for outstanding performance are inadequate.

4. Most journalists and employees will have negative attitudes towards the current appraisal system.

5. Editorial and Managerial employees will want to change or modify the current appraisal system, but superiors will favor modifying the current appraisal system instead of changing it.
Summary of Findings

The above findings can be summarized as follows:

1. Performance appraisal in Al-Ittihad and Al-Bayan newspapers is very much dependent on the evaluator himself. As indicated by employees of both institutions of journalism, the evaluation of performance is conducted at random. It is important to note here that when an evaluation takes place, it is viewed by respondents as being very open and constructive.

2. Journalists and employees of both press organizations perceived their current appraisal system as being based on criteria and standards that are not known to them or that are pre-determined by their superiors. As for the aims of the current appraisal system, most journalists indicated that those aims include the improvement of the quality of their messages to the society and controlling and disciplining journalists themselves.

3. Most journalists complained that the current appraisal system does not differentiate between poor and outstanding performances. In addition, this system has been consistently unfair and has had a negative effect, that is to increase group conflict.

4. The most commonly identified (by journalists) sources of problems of the current appraisal system are: the
lack of communication between journalists and superiors, personality clashes, and the lack of training of evaluators.

5. Superiors agreed with subordinates that the current appraisal system is a random process not aiming at any specific goals. Even superiors perceived the current system as aiming at controlling journalists. Superiors also identified the major sources of troubles in the current system. These sources include the lack of communication with subordinates, personality conflicts, training and failure to follow-up appraisals with action.

6. The current appraisal system was perceived by employees as being moderately to strongly related to the reward systems in effect at both press organizations. This means that rewards are based on results of performance appraisals to a great extent. However, there is a possibility that other factors (not related to performance) could lead to rewarding some of the journalists at any given time.

7. When asked if they would support the development of a new appraisal system, or the modification of the current system, most journalists and superiors said they would like to see a new system replace the current one.

8. No statistically significant differences were found between the level of satisfaction of journalists who
participated with their superiors in setting performance standards and criteria and the level of satisfaction of those who did not participate. Even though the difference was not statistically significant, it was found that journalists who participated in setting their performance standards were more satisfied and had better relationship with their superiors than those who did not or could not participate.

9. The current appraisal system is not functioning as it should. This was supported by the perceptions of superiors of the current functions of the system as opposed to the ideal functions of such a system. Statistically significant differences were found between perceptions of current functions and perceptions of ideal functions. On every role of the appraisal system, superiors thought the current system is performing far below the level it should be performing at.

10. Journalists and administrators indicated that they were dissatisfied with the current appraisal system as regards the selection of journalists for promotion, awards, discharge, advancement on the job and rewards.

11. Journalists expressed their satisfaction with the current appraisal system as regards pay.

12. Most journalists had negative attitudes towards the current appraisal system. Journalists thought that the
current system aimed at controlling them, that it did not help develop any type of mutual understanding with their superiors.

13. Performance appraisal records are rarely used when top management makes major decisions (Table 32).

14. The majority of superiors favored relating the performance appraisal system to such personnel actions and decisions as salary review, promotions, dismissals, awards, and selection for training.

Conclusions

Journalism in the United Arab Emirates has a real potential to become one of the best types of journalism in the Arab World. Press organizations of the U.A.E. do not lack any of the necessary elements to make it to the top. The availability of modern technology coupled with the existence of well-qualified editors, reporters and journalists should help press organizations to become superior and to, eventually, become very well heard both regionally and nationally. But, why has not journalism in the U.A.E. been effective and heard? And why have citizens of the Emirates been complaining about the messages they have been getting from newspapers and magazines? These questions are too broad to be answered by the limited scope of the
present study. Nevertheless, an attempt to provide partial answers will be made.

As a reminder, the present study attempted to shed some light on the performance appraisal system currently being utilized by press organizations in the U.A.E. The findings of the study; based on data collected from professionals at two major press organizations, suggest the existence of a great deal of dissatisfaction among those professionals with regards to performance appraisal. In fact, the majority of participants in this study thought that the current performance appraisal system had to be either modified or changed. These findings also suggest that the real issue is not the lack of advanced technology and qualified professionals but rather the lack of an effective means to keep those qualified professionals satisfied and, thus, productive.

There is no doubt that personnel of press organizations in the U.A.E. are loyal, honest, and devoted to their jobs. They also possess a great deal of love for their homeland and its citizens. Yet, observers of the printed messages of newspapers and magazines of the U.A.E. cannot help it but wonder about the poor coverage of local political, economic and social issues at the same time that international news and events receive an excellent coverage. It is believed
that the focus of the press should be on people and their issues and their problems. To elaborate, citizens of the U.A.E. have been wondering why the temporary constitution adopted in 1971 has not been replaced, yet. A modern state needs a permanent constitution to be able to fully function without any potential problems. One might think that this important issue should have received at least an adequate coverage by the local media. Unfortunately, it has not. The researcher believes that two major factors could explain the reluctance of local papers to address that and other important issues. The first is the shortage of citizens (i.e., natives of the U.A.E.) at top positions of major press organizations. These top positions include those of editors, reporters and writers. The second is the lack of an effective and fair means of evaluating the performance of staff members of press organizations. These two factors were supported by the findings of this study. However, the findings of the study could not explain why the lack of an effective and fair appraisal system would affect the work of those well qualified professionals. As a citizen of the U.A.E. and as a professional who worked at a major press organization, the researcher believes that most qualified reporters and editors who are not citizens of the U.A.E. are reluctant to address sensitive local issues because they fear
that they could be easily terminated from their jobs and deported to their native countries; no questions asked. As a result, those (non-citizens) professionals focus on either international events or on unimportant local issues. Moreover, the lack of an effective and fair appraisal system has often led to internal conflicts within each press organization. Those conflicts arise because promotions and merit pay increases are often the result of good relationships with superiors and not the result of good work performance and the motivation process is very much random; as Mr. Khalid Ahmed indicated in Chapter 3. This being the case, qualified personnel who pride themselves in doing a great job would turn hostile toward their superiors and the organization they work for and, consequently, they would become much less productive. What is more important is that those professional employees would shy away from important issues and their attitude would become that of indifference.

The effects of the lack of a fair and effective appraisal system on outcomes could be devastating. To improve productivity and motivate employees, press organizations ought to change the current, inadequate and backward appraisal system. The current system is inadequate because it lacks the existence of well-defined performance standards. It is backward because it is a duplicate copy of
a system that was developed for use by the public sector and such a system is no longer valid; to say the least. Under the current appraisal system, employees are not allowed to set performance criteria and superiors set performance standards for their subordinates at their own will. The findings of this study provide a considerable support for what I have just mentioned.

The review of relevant literature (presented in Chapter Four) indicates that properly designed and used performance appraisal systems can play many important roles in the growth and development of organizations. Among those roles are the development of employees potentials, a fair distribution of rewards and promotions, an increased productivity and an effective selection of qualified employees for special training programs. The need for such appraisal systems in the press organizations of the United Arab Emirates is very much evident.

Suggestions

Based on the findings of this study, the above conclusions and on the reviewed studies, the researcher believes that press organizations in the United Arab Emirates should take the necessary steps to develop and utilize a new performance appraisal system. It is, therefore, suggested that the following be adopted:
1. Consult with press organizations in the region, Europe and the United States of America for the purpose of exchanging information on currently used performance appraisal systems (e.g., Los Angeles Times. See page # 233).

2. Form a panel of experts from the mass media for the purpose of defining all needed ingredients for a successful implementation of a new appraisal system.

3. Members of the panel (formed in 2) should coordinate their efforts to come up with a single master form that lists all common elements. This master form should, then, be sent to all concerned directors and managers for the purpose of obtaining some feedback.

4. Directors and managers should ask their staff members to participate in the preliminary discussions about the master form. Comments and feedback should be sent back to the panel for further review.

5. The panel of experts should review all comments and try to make the final master compatible with performance appraisal theories, laws and regulations of the United Arab Emirates, culture,
ethics and ethnic views.

Press organizations in the United Arab Emirates should undertake the necessary steps to ensure a successful design and implementation of a performance appraisal system that will result in improved performance and that will foster staff development. Brown\textsuperscript{113} indicates that the appraisal process is highly interactive. Before undertaking major design or redesign efforts, top management should take some necessary actions such as recurring events (see Page 176). Top managers should also read about performance appraisal systems, ensure that there is an organizational commitment to the design efforts, ensure the support of administrators and staff members, and they should be willing to spend the necessary time to convince all interested parties of the values and importance of designing a good performance appraisal system. According to Brown, recurring events in designing a performance appraisal system are:\textsuperscript{114}

1. Assigning a design team. The starting point is to have a team or committee to work with Editors-in-Chief on the development process. Appraisal systems depend for their success on the full cooperation and understanding of managers


\textsuperscript{114} Ibid., 12-23.

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and staff at all levels. The design team should include four groups of people: external consultants (performance appraisal experts), internal specialists (staff members who have had previous experience in the field of appraisal), middle

Figure 2
Recurring Events in Designing a Performance Appraisal System

Decision to Design or Redesign System

Obtain Staff Support
Obtain Top Management Support
Design Evaluation

Obtain Top Management Support
Design Team Sets Goals
Tie Organizational Goals to Staff Evaluation

Set Job Standards
Match Evaluation System to Organizational Climate

Write Job Descriptions
Specify Purpose of Evaluation System

Conduct Job Analyses

managers and other staff members.

2. **Setting goals.** An early task for the design team is to determine the specific goals and boundaries of their tasks.

3. **Linking the organizational mission to the appraisal system.**

   The organization should have a well-defined mission statements that can be translated into policy statements, major objectives and sub-goals. Performance appraisal can be the primary link between the organizational mission and what staff members do which, in turn, is influenced by what is expected of staff members and by the basis on which they are appraised.

4. **Matching the appraisal system to the organizational climate.**

   Several dimensions of the organizational climate must be considered when designing a performance appraisal system. Successful systems usually require planned behavior and concentrated activity.

5. **Specifying the purpose.** The primary uses of performance appraisal are for promoting staff development and making decisions about salaries and rewards. Setting the purpose(s) of the appraisal system is an important task during the design phase because each purpose has an impact on
the kind of information that is collected and on the way in which the appraisal is conducted.

6. Conducting a job analysis. The job analysis process and the resulting job description affect other performance appraisal functions such as selection criteria, determining training needs and making job classifications for career ladders. Job analysis is the systematic collection of job-related information for a position and includes three steps:
   a. Breaking the job down into its major tasks and subtasks.
   b. Rating each task as to its relative importance.
   c. Collecting critical incidents that typify poor, adequate and exceptional performance.

7. Writing a job description. Most job descriptions in the press organizations of the U.A.E. are too vague. A good job description should be reliable and specific enough to provide directions for staff behaviors. A job description can either focus on what an employee does or on what it is expected of an employee. Combining what an employee does with expected outcomes constitutes the best strategy for a job description.

8. Setting standards. Standards should focus on job behavior and job expectations; rather than on personal
characteristics. These standards should be communicated to and agreed on by the staff. They also must be achievable, understandable, specific, measurable and flexible.

9. Obtaining top-level support. Appraisal systems should have the support of top management. Lack of support is one of the most frequently cited reasons for failure of appraisal systems.

10. Obtaining staff support. Staff involvement has been mentioned in each phase of the design process and it must continue through the implementation phase.

Some key characteristics of good performance appraisal systems are:

1. Editorial and managerial employees and management team coordinate the development of the system and monitor its effectiveness.

2. A behavioral job description derived from an adequate job analysis serves as the basis for setting goals with each staff member.


4. Top management, middle management and staff must support the system.

5. Appraisal tools and procedure, are accurate, reliable and credible.
6. The appraisal process focuses on behaviors rather than on personality traits or attitudes.

7. Training programs exist both for staff involved in conducting the appraisal and for those being appraised.

8. Management and staff engage in an ongoing process of setting goals and providing feedback rather than depending only on end-of-the-year review sessions.

9. The interview process focuses on problem solving and staff development.

10. Performance appraisal is an educational and developmental process.

**Recommendations**

Based on the above findings, conclusions and reviewed literature, it is recommended that:

1. all managerial and editorial journalists be evaluated semi-annually using a well-defined and a well-designed performance appraisal system.

2. information obtained from the semi-annual evaluations be used as the basis for personnel decisions regarding promotions, demotions, and salary increases.

3. the performance appraisal be open in that each journalist or employee of the organization must be able to have access to the results of the evaluation before any
decisions are made.

4. editorial managers, supervisors and directors meet with each journalist or employee on a regular basis to discuss current standings and future requirements.

5. standards of performance be established by the top level managers with the active participation of their subordinates. These standards must be clear, concise, attainable and measurable.

6. superiors be given adequate training so that they become skillful in performing the evaluation of their subordinates and in making full use of the results of such evaluation. Training programs should be set so that superiors would use objectives as measurement tools rather than the current practices of using subjective judgment and placing personal relations before and above the law.

7. job grades be set the same for citizens and non-citizens of the United Arab Emirates. Same job grades for citizens will encourage those qualified to seek more employment at the various press organizations of the country.

8. rewards and motivations be based more on performance and productivity rather than on favoritism.

9. all press organizations establish panels of experts to analyze each of their jobs and to set performance standards for these jobs so that performance can be judged
against those standards.

10. results of performance appraisals be used to filter out those employees or journalists whose performance has suffered to the extent that these individuals are doing more harm than good to the organization. Such process should help the press organizations to acquire more qualified personnel and, ultimately, to convey a much improved message to the society.

11. results of performance appraisals be made accessible to all those who may need to review them.

12. a system of performance appraisal be designed using the steps and procedures described in Chapter IV (Review of Literature).
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Al-Owainee, M. A. Contemporary Arab Political Journalism. (Alanglo Egyptian Library, Cairo, Egypt, 1985).


APPENDIX A

SUPERIORS QUESTIONNAIRE (ENGLISH VERSION)
SUPERIOR QUESTIONNAIRE

FOR EVALUATING PERFORMANCE

APPRAISAL SYSTEM IN THE U.A.E.

JOURNALISM - AL-ITTIHAD AND AL-BAYAN JOURNALISM

AS A CASE STUDY

1. How long have you worked for this Journalism Organization?
   A. _______ less than six months.
   B. _______ six months to five years.
   C. _______ six years or more.

2. What is your occupational classification?
   A. _______ General Director/Editorial President
   B. _______ Editor-in-Chief
   C. _______ Editorial Management
   D. _______ Assistant Managing Editor
   E. _______ Editorial Advisor
   F. _______ Advisor of Art Director
   G. _______ Advisor of Picture Editor
   H. _______ Director of Managerial Department or Advisor of Division
   I. _______ Director of the Administration
   J. _______ Manager of Office or Department

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1. (Continued)

K. ______ Others (please specify)

   ___________________________________________________________

   ___________________________________________________________

   ___________________________________________________________

   ______

3. Indicate the Department of the Press that you work for?

   ___________________________________________________________

   ___________________________________________________________

   ___________________________________________________________

   ______

4. Please indicate the job grade that you have
   (such as 3/3 - 4/2):

   ___________________________________________________________

   ___________________________________________________________

   ___________________________________________________________

   ______

In responding to the following statements (5-7), please check as much as applicable to the practice of appraisal in your organization.

5. Did you have an annual performance appraisal system in this press?
   A. ______ Yes
   B. ______ No
6. Do you have a monthly performance appraisal system in this organization?
   A. Yes
   B. No

7. What kind of appraisal system do you have?
   A. General form for interviewing
   B. Secret form that we fill up by own manner
   C. We have our own methods for evaluating the performance of journalists.

8. Performance appraisal as practiced in my organization of the press is:
   A. A process aimed at performance improvement and journalist development
   B. A process aimed at assessing journalist training needs.
   C. A process aimed at making decision on journalist layoffs.
   D. A process aimed at controlling and disciplinary actions of journalist.
   E. A process aimed at improving quality and quantity of the editorial message that is directed to the society.
   F. A process which did not aim at any kind of improvement in the press performance
8. (Continued)

G. _______ Others (specify)

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

9. The major objective(s) of the current appraisal system is(are):

A. _______ To enable editorial management to control and discipline journalist

B. _______ To enable editorial management to develop journalist skills, abilities, and knowledge to improve their performance

C. _______ To enable editorial management to determine pay increase and promotions

D. _______ Others (specify)

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________
10. Performance appraisal in my journalism take the form of:
   A. ________ An annual evaluation of every journalist
   B. ________ An exclusive annual evaluation report for those journalists whose performance is either poor or outstanding.

11. Performance evaluation can play many roles in the journalism world today. Indicate the importance you feel performance evaluations now have in each of the following processes:

<table>
<thead>
<tr>
<th></th>
<th>Little or no importance</th>
<th>Somewhat important</th>
<th>Important</th>
<th>Very important</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Assessment of performance in current position.</td>
<td>________</td>
<td>________</td>
<td>________</td>
<td>________</td>
</tr>
<tr>
<td>B. Assessment of promotion potential.</td>
<td>________</td>
<td>________</td>
<td>________</td>
<td>________</td>
</tr>
<tr>
<td>C. Improvement of journalism message for the public.</td>
<td>________</td>
<td>________</td>
<td>________</td>
<td>________</td>
</tr>
<tr>
<td>D. Counseling journalist on areas for performance improvement.</td>
<td>________</td>
<td>________</td>
<td>________</td>
<td>________</td>
</tr>
<tr>
<td>E. Motivation of journalists.</td>
<td>________</td>
<td>________</td>
<td>________</td>
<td>________</td>
</tr>
</tbody>
</table>

191
11. (continued):

<table>
<thead>
<tr>
<th>F. Selecting of journalists for training or assignments.</th>
<th>Little or no importance</th>
<th>Somewhat important</th>
<th>Important</th>
<th>Very important</th>
</tr>
</thead>
<tbody>
<tr>
<td>G. Others (Please specify)</td>
<td>____________________________</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

12. Performance evaluations can play many important roles in the journalism world. Indicate the importance you feel performance evaluations should have in each of the following processes:

<table>
<thead>
<tr>
<th>A. Assessment of performance in current position.</th>
<th>Little or no importance</th>
<th>Somewhat important</th>
<th>Important</th>
<th>Very important</th>
</tr>
</thead>
<tbody>
<tr>
<td>B. Assessment of promotion potential.</td>
<td>____________________________</td>
<td></td>
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<td></td>
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<tr>
<td>C. Improvement of journalism message for the public.</td>
<td>____________________________</td>
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<tr>
<td>D. Counseling journalist on areas for performance improvement.</td>
<td>____________________________</td>
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<tr>
<td>E. Motivation of journalists.</td>
<td>____________________________</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
12. (continued):

Little or no Somewhat Important Important Important
importance important important

F. Selecting of journalists for training or assignments.

G. Others (Please specify)

Respond to the following six statements (13-18) by indicating the extent to which you agree (or disagree) that the statement accurately describes performance appraisal in your journalism. Some statements refer to your experiences in appraising your subordinates performance; others refer to your experiences in being appraised yourself. Try to reflect as accurately as you can the current conditions in your journalism organization based on your experiences:

SA = Strongly Agree
A = Agree
? = Neither Agree or Disagree
D = Disagree
SD = Strongly Disagree

13. I have found my boss's appraisals to be very helpful in guiding my own career development progress.

SA A ? D SD
14. The appraisal system we have here is of no use to me in my efforts toward developing my subordinates to the fullest extent of their capabilities.

15. Our performance appraisal system leaves me even more uncertain about where I stand after my appraisal than before.

16. The appraisal system we use is very useful in helping me to communicate clearly to my subordinates exactly where I stand.

17. When higher levels of management around here are making major decisions about management positions, they have access to and make use of performance appraisal records.

18. In making pay, promotion, transfer, and other administrative personnel decisions, I am not able to obtain past performance appraisal records that could help me to make good decisions.

19. Do you agree with the idea of adjusting the current appraisal system?
   A. _______ Yes
   B. _______ No
20. Do you agree with the idea of replacing the current appraisal system with a new one in your press?
   A. ________ Yes
   B. ________ No

21. Have you ever received specialized training from your journalism in any of the following areas? (for each area listed under A through C.) (Circle your choice)

   Yes, and it was helpful  Yes, but it was not helpful  Nothing

   **Areas:**
   A. _____ Preparing journalist performance appraisals or evaluations
   B. _____ Using your journalism rating form
   C. _____ Counseling subordinate journalist on their performance

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22. If your present system is critical, would you attribute the problems to: (Please check as many as applicable)

A. ______ Lack of communication/consultation on the aims and objectives of the scheme.
B. ______ Lack of training of appraisers.
C. ______ Personality clashes.
D. ______ Failure to be constructive.
E. ______ Failure to follow up appraisal with action.
F. ______ Others (Please specify)

23. To what extent do you feel the law of your organization press and its regulations allow you to establish a performance evaluation system which...

<table>
<thead>
<tr>
<th>To a Great Extent</th>
<th>To a moderate Extent</th>
<th>To a little Extent</th>
<th>Not at all Extent</th>
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<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
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</table>

A. ____  Accurately reflects individual's performance.
B. ____  Distinguishes between various levels of performance.
C. ____  Recognizes the individual's contributions to the efficiency of the media messages.
D. ____  Poorly keeps the journal advised of his performance.
E. ____  is simple to administer.
F. ____  Can be fairly and uniformly administered.
24. Do you favor a requirement, mandated by the Board of Directors/Top Management of your organization of journalism, to link formally performance ratings with the following personnel actions? Why or Why Not? (indicate under G.)

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Salary quality performance increase</td>
<td></td>
<td></td>
</tr>
<tr>
<td>B. Promotions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C. Dismissals</td>
<td></td>
<td></td>
</tr>
<tr>
<td>D. Incentives</td>
<td></td>
<td></td>
</tr>
<tr>
<td>E. Selection for training</td>
<td></td>
<td></td>
</tr>
<tr>
<td>F. Others (Please specify)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

G. Reason(s)

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

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25. Do you have any suggestions/recommendations to improve the current appraisal system practice in your journalism organization?
APPENDIX B

JOURNALISTS AND EMPLOYEES QUESTIONNAIRE (ENGLISH VERSION)
JOURNALISTS AND EMPLOYEES QUESTIONNAIRE

QUESTIONNAIRE FOR EVALUATING PERFORMANCE
APPRAISAL SYSTEM IN THE U.A.E.
JOURNALISM - AL-ITTIHAD AND AL-BAIAN JOURNALISM
AS A CASE STUDY

1. How long have you worked for this Journalism organization?
   A. _______ less than six months.
   B. _______ six months to five years.
   C. _______ six years or more.

2. In which press or department do you work?
   A. _______ in editorial sector, Dept. of________
   B. _______ in managerial sector. Div. of________

3. What is your occupational classification?
   A._______ Journalist
   B._______ On other work that served the editorial
             performance.

4. Please indicate the job grade that you have: (such as
   3/3 - 4/2): ________________________________
5. Did you participate with your immediate superior in establishing what would be expected of you on the job during the last rating period?
   A. ________ Yes
   B. ________ No

6. Do you have an annual performance appraisal system in this press?
   A. ________ Yes
   B. ________ No

7. Did your superior discuss your last annual performance rating with you?
   A. ________ Yes
   B. ________ No

8. Do you have a monthly performance system in your journalism organization?
   A. ________ Yes
   B. ________ No

9. If your answer is "Yes" to No. 8, did your superior discuss your last monthly performance rating with you?
   A. ________ Yes
   B. ________ No
10. Is there certain forms you should fill out about your performance whether it be monthly or annually?
   A. _________ Yes
   B. _________ No

11. Regardless of whether or not you participated in establishing what was expected of you as a journalist, were you made aware of the job requirements or performance standards on which you were going to be rated?
   A. _________ At the start or before the start of rating period.
   B. _________ After the rating period had started.
   C. _________ After the rating period had ended.
   D. _________ I was never made aware of what the criteria were.

12. How clear an understanding did you have about the kind of editorial performance which was expected of you during the last rating period?
   A. _________ Very clear
   B. _________ Clear
   C. _________ Unclear
   D. _________ Very unclear
13. Did you know how your performance is evaluated? By which of these methods?
A. _______ Interviewing me and filling out a form.
B. _______ Interviewing only.
C. _______ Filling out forms only.
D. _______ Editorial management has own secret method.
E. _______ There is no performance appraisal system in this journalism organization.

14. When your appraisal takes place, would you say that it is:
A. _______ Very open and constructive
B. _______ Reasonably open and constructive
C. _______ Not very open and constructive
D. _______ Not at all open and constructive

15. Performance evaluations can play many roles in the world of the press. Indicate the importance you feel performance evaluations now have in each of the following processes:

<table>
<thead>
<tr>
<th>Little or no importance</th>
<th>Somewhat important</th>
<th>Important</th>
<th>Very Important</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Assessment of performance in current position.</td>
<td>______</td>
<td>______</td>
<td>______</td>
</tr>
<tr>
<td>B. Assessment of promotion potential.</td>
<td>______</td>
<td>______</td>
<td>______</td>
</tr>
</tbody>
</table>
Performance evaluations can play many important roles in the journalism world. Indicate the importance you feel performance evaluations should have in each of the following processes:

<table>
<thead>
<tr>
<th>Process</th>
<th>Little or no importance</th>
<th>Somewhat important</th>
<th>Important</th>
<th>Very Important</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Assessment of performance in current position.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>B. Assessment of promotion potential.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

C. Improvement of journalism message for the public.

D. Motivation of journalists.

E. Selecting of journalists for training or assignments.

F. Counseling journalists on areas for performance improvement.

G. Others (Please specify)
16. (Continued)

<table>
<thead>
<tr>
<th></th>
<th>Little or no importance</th>
<th>Somewhat important</th>
<th>Important</th>
<th>Very Important</th>
</tr>
</thead>
<tbody>
<tr>
<td>C. Improvement of journalism message for the public.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>D. Motivation of journalists.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>E. Selecting of journalists for training or assignments.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>F. Counseling journalists on areas for performance improvement.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>G. Others (Please specify)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

(In responding to the following statements (17-20), please check as many as applicable to the practice of appraisals in your journalism department.)

17. Performance appraisal as practice in my press organization is:

A. A process aimed at performance improvement and journalist development.

B. A process aimed at assessing journalists' training needs.

C. A process aimed at making decisions on layoffs of journalists.

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17. (Continued)

D. ________ A process aimed at controlling and disciplining journalists.

E. ________ A process aimed at improving quality and quantity of journalism message to the UAE society.

F. ________ A process did not aim at any kind of improvement in the press performance.

G. ________ Others (please specify)

18. The major objective(s) of the current appraisal system is/are:

A. ________ To enable editorial management to control and discipline journalists.

B. ________ To enable editorial and managerial management to develop journalist skills, abilities, and knowledge to improve their performance.

C. ________ To enable editorial and managerial management to determine pay increases and promotions.

D. ________ Others (please specify).
19. Performance appraisal in my organization of journalism take the form of:

A. ______ An annual evaluation on every journalist.
B. ______ An exclusive annual evaluation report for whose performance is either poor or outstanding.

20. The current appraisal system in my journalism is based on:

A. ______ Objective and acceptable performance criteria and standards.
B. ______ Criteria and standards set by superiors and perceived to be objective and acceptable by them.
C. ______ Criteria and standards are unknown to me.

21. How helpful was your last performance rating in allowing you to know what your promotion opportunities are? (Circle your choice):

<table>
<thead>
<tr>
<th>Very Helpful</th>
<th>Moderately Helpful</th>
<th>Slightly Helpful</th>
<th>Not Helpful</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>

22. To what extent did your last performance rating allow your press to reward your contribution to the accomplishment of the journalism's goals? (Circle your choice)

<table>
<thead>
<tr>
<th>To a Great Extent</th>
<th>To a moderate Extent</th>
<th>To a little Extent</th>
<th>Not at all Extent</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>

207
23. How satisfied right now are you with your press's practices of selecting journalists for each of the following personnel actions? (For each personnel action listed, circle your choice)

6= very satisfied
5= satisfied
4= slightly satisfied
3= slightly dissatisfied
2= dissatisfied
1= very dissatisfied

A. Promotions
B. Incentive awards for superior performance
C. Discharge

24. How satisfied are you right now with each of the following aspects of your job? (Circle the number that best fits your feeling)

6= very satisfied
5= satisfied
4= slightly satisfied
3= slightly dissatisfied
2= dissatisfied
1= very dissatisfied
Job Aspect

A. The amount of pay you receive. 1 2 3 4 5 6
B. The opportunity for advancement. 1 2 3 4 5 6
C. The opportunity to receive rewards for superior performance. 1 2 3 4 5 6

25. Overall, how satisfied were you with your last annual performance rating?
A. ______ Very satisfied
B. ______ Satisfied
C. ______ Somewhat satisfied
D. ______ Somewhat dissatisfied
E. ______ Dissatisfied
F. ______ Very dissatisfied
G. ______ I have not yet received a performance rating.

26. Overall, how satisfied are you with your press performance rating?
A. ______ Very satisfied
B. ______ Satisfied
C. ______ Somewhat satisfied
D. ______ Somewhat dissatisfied
E. ______ Dissatisfied
F. ______ Very dissatisfied
G. ______ I have not yet received a performance rating.
27. The current appraisal system in my journalism?
   A. _____ Helped develop mutual understanding between my superior and myself.
   B. _____ Helped spoil the relationship between my superior and myself.
   C. _____ Did not help at all.

28. I rate my satisfaction with my superior as:

   
   \[
   \begin{array}{cccccc}
   & \text{Very High} & \text{High} & \text{Average} & \text{Low} & \text{Very Low} \\
   & 5 & 4 & 3 & 2 & 1 \\
   \end{array}
   \]

29. Journalist ratings made under the current appraisal system:
   A. _____ Consistently differentiate between high and low achievers.
   B. _____ Sometimes differentiate between high and low achievers.
   C. _____ Does not differentiate between high and low achievers.

30. The journalist ratings under the current appraisal system are:
   A. _______ Consistently fair.
   B. _______ Sometimes fair.
   C. _______ Consistently unfair.
31. The current appraisal system in my journalism:
   A. _______ Helped enhance work-group cohesiveness.
   B. _______ Helped increase group conflict.
   C. _______ Did not help at all.
   D. _______ I do not know if there is a performance appraisal system.

32. I rate my satisfaction with the current appraisal system as:

<table>
<thead>
<tr>
<th>Very High</th>
<th>High</th>
<th>Average</th>
<th>Low</th>
<th>Very Low</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
</tbody>
</table>

33. In my judgment the current appraisal system used in my journalism is:

<table>
<thead>
<tr>
<th>Excellent</th>
<th>Good</th>
<th>Average</th>
<th>Below Average</th>
<th>Poor</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
</tbody>
</table>

34. Do you agree with the idea of replacing the current appraisal system with a new one?
   A. _______ Yes
   B. _______ No

35. If critical of your present appraisal system, would you attribute the problem to: (Please check as many as applicable)
   A. _______ Lack of communication
   B. _______ Lack of training of appraisers.
   C. _______ Personality clashes.
No. 35 continued:

D. _______ Failure to be constructive.

E. _______ Failure to follow up appraisal with action.

F. _______ Others (Please specify)

36. Do you have any suggestions/recommendations to improve the current appraisal system practice in your journalism organization?
APPENDIX C

SUPERIORS QUESTIONNAIRE (ARABIC VERSION)
بسم الله الرحمن الرحيم

عزيزي المسؤول / في أي قطاع صحي أو إداري في مؤسسة الاتحاد للصحافة والنشر الموفر

احبيك اجمل تجابة واعظم تقدير، وبعد;

كونا أحد رواد هذه المؤسسة المحلية في الإمارات، ومن المسؤولين الغيريين على تحقيق أهداف هذه المؤسسة الإعلامية فانما مشترك اوجه نجاح
فكري وظيفي استثنائي لشريك الكريم على مساعدته لي بتقديم ذاتي دفاعق من وقتك
التي لجابة على السائلة هذا الاستبيان العلمي، والشئلون يجاهده نموذج رالة كريكي
California State University, San Bernadino العلمية للناس في برنامج من جامعة
بوليفية كاليفورنيا الأمريكية. حيث أن موضوع الرسالة هو "تقييم نظام تقييم
الإدآه المحلي والوظيفي للعاملين في ممل الإمارات، مؤسستي الاتحاد،
والمبيان كمالتي دراسة.

وكونا أحد المسؤولين في أي جانب كنت من هذه المؤسسة المحلية فان
اجابتك الصريحة المطلقة على هذه السائلة سوف تمكنتي علميا من بحث العوامل
العلمية والإجابة في نموذج تقييم العاملين في هذه المؤسسة المحلية الذي
فتح لي كبار المسؤولين فيها محركين قانوني قبل فتح أبواب المؤسسة
اللون على اليد. عدد هذا الاستبيان العلمي

لذلك ارجو منك أولا قراءة كل السائلة في هذا الاستبيان قراءة معينة
بالنسبة، ثم قراءتها مرة أخرى والإجابة عليها كلها بلاستناء وبصراحة شاملة
معبرة عن الواقع الحقيقي لكل سؤال.

وهنا احسبان اطمئن بان اجاباتك ستكون سرية ومحتوية بشكل قام، كما أن
هذا الاستبيان لايثقت لذكر اسمك أو جمهيك عليه.
مرة أخرى أشكرك على مساعدتك وتعاونك المخلص معي لتحقيق هذا الإنجاز
العلمي في مجال إدارة المؤسسات الإعلامية.

السلام عليكم ورحمة الله وبركاته

زميشكم
إبراهيم بن طاهر
لوس أنجلوس
5/17/1991م

- ملاحظة: رجاءا خاصا الإجابة في اسرع وقت ممكن.
استبيان لإعداد المراكز الإدارية العليا في المؤسسة الحكومية

رجاء: يوزع هذا الاستبيان على مسؤولي وLOURONNE التحرير والمديرين الإدارة
ورؤساء القسم ومسؤولي المكاتب الإدارية والإدارية بالإضافة للمترشحين
على الإقسام أيضًا.

1- منذ متى وانت تعمل في هذه المؤسسة المصرفية؟
\begin{itemize}
  \item [أ] أقل من ستة أشهر
  \item [ب] من ستة أشهر إلى خمس سنوات
  \item [ج] ست سنوات أو أكثر
\end{itemize}

2- ما هو تعرفك الوظيفي في هذه المؤسسة المصرفية التي تعمل بها؟
\begin{itemize}
  \item [أ] المدير العام ورئيس التحرير
  \item [ب] نائب المدير العام ل릇ون
  \item [ج] مدير التحرير
  \item [د] رئيس قسم مصرف (تحريري، خراجي، خراكي، خ..)
  \item [ب] مدير قطاع الإدارة بكل فروعها في المؤسسة.
  \item [ز] مدير أو رئيس قسم أداري أو خدمات (الموظفين، المالية، الإعلان،
   المطبوعات، المعلومات، التكريد،...) ط: مدير مكتب في إحدى الإمارات.
  \item [ي] رئيس قسم في إحدى المكاتب في إحدى الإمارات.
  \item [ك] أي مركز قيادي أو إداري آخر (الأذكر من فلك)
\end{itemize}

3- الذكر القيم المصرف أو الإداري الذي تعمل فيه؟

4- رجاء ذكر الدرجة الوظيفية المعين عليها (مثلاً 2/2 , 1/3 , 2/2)

5- هل يوجد نظام لتقييم الأداء السنوي للمحنيين والعاملين في هذه المؤسسة
   المصرفية؟
\begin{itemize}
  \item [أ] نعم
  \item [ب] لا
\end{itemize}

6- هل يوجد نظام لتقييم الأداء الشهري أو الدوري للمحنيين والعاملين في هذه
   المؤسسة المصرفية؟
\begin{itemize}
  \item [أ] نعم
  \item [ب] لا
\end{itemize}

7- ما هو نوع نظام التقييم الشهري في مؤسستكم المصرفية؟
\begin{itemize}
  \item [أ] تموئج عام يوزع على كل القوى العاملة في المصرف.
  \item [ب] تموئج سري تقوم منه بتحديث بطرقنا الخاصة.
  \item [ج] لدينا طرقنا الخاصة لتقييم أداء المحنيين والعاملين في
   المؤسسة.
\end{itemize}

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في أجايبتكم على العبارات التالية (الإجابة من 1 - 10) فض علامة (+) على أكبر عدد من العبارات التي توافق مع الواقع في مؤسستكم المصرفية.

8- تقييم الإساءة المصرفية والوقتية كما هو متعلق في المؤسسة المصرفية التي يعمل بها يكون القيد منه:
   - تطوير الإساءة الأخرى للمصرفية والوقتية:
   - تحديد ومعفرة العادات الإدارية للموظفين من أجل مكافحة إساءة مواقفهم:
   - جدية إنشاء القرار الذي يتعلق بالاستنتاجات عن بعض الموظفين:
   - ضبط الموظفين وتقييم مشاركتهم:
   - لا يوجد عملية تقييم منظمة على الأطلاق لكل ماذكر سابقاً.

9- الهدف (أو الأهداف) الرئيسية لنظام تقييم الإساءة المصرفية الحالي في المؤسسة يكون:
   - تشكيل الإدارة المصرفية من البيطرة وضمان التقليل.
   - تشكيل الإدارة من تنمية مهارات الموظفين وقدراتهم ومشارفهم من أجل تطوير إدارةهم المصرفية.
   - تشكيل الإدارة من تقديم ومعرفة زيادة الرواتب والترقيات.
   - إذا يوجد عامل آخر (الذكور من فقث)----------

10- تقييم الإساءة المصرفية في مصرفتي التي أعمل بها يأخذ شكلاً من الأشكال:
   - تقييم درجة لكل مصرف وموقف في المؤسسة.
   - تقييم تقييم درجة متروك على أوائل الموظفين الذين يكونون أداهم رائعاً أو ضعيفاً فقط.

11- تقييم الإساءة المصرفية للموظفين في المجمل يمكنه أن يلعب دوراً كثيراً في المصلحة اليوم، وضع درجة الالتزامة التي تدخلها بالنية لعمليات تقييم الإساءة المصرفية المحورية حالياً والمرتبطة بكل حالة مما يلي:
   - أهمية قليلة
   - نوعاً ما
   - لا توجد
   - سم
   - سم
   - سم
   - سم

   - تضييف الإساءة المصرفية في المركز المالي للموظف
   - تضييف الإساءة المالي للمرافق
   - تضييف الإساءة الإدارية للجهاز
   - استثمار العمال في المواقع التي يوجد فيها
   - تقييم الإساءة المصرفية
   - اختيار الموظفين من أجل
   - التدريب أو المهام
   - مسائل أخرى (من فقث الذكور)
1- تقييم الأداء الوظيفي في المحافظة يمكن أن يلعب أدوارًا كثيرة في عالم المتابعة اليوم. في هذه المرحلة الأخيرة، الأهمية التي اتخذها بالنسبة لعمليات تقييم الأداء الوظيفي التي من المفترض أن توحد والمرتبطة بالمؤتمرات التالية:

<table>
<thead>
<tr>
<th>الهمة</th>
<th>المهمة</th>
<th>نوعًا ما</th>
<th>لن توجد</th>
</tr>
</thead>
<tbody>
<tr>
<td>- تحديد الأداء الوظيفي في المركز الحالي للموظف</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- تحديد الامكانية الترقية</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- تحقيق الرسالة الإعلامية للجمهور</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- استشارة المديرين في المجالس التي يتوجه فيها تحسين الأداء</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- تحقيق المديرين</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- لا اختيار المديرين من أجل التدريب أو التدريبات

- مجالس أخرى (من فئات الأذكار)

في اجابة، على العبارات المتاحة (13 - 18) والمتعلقة بتوفيق مدى الجدارة التي أدى أو لا إلى توثيقها، أنا، قد تحقق ذلك العبارة قبل وفقًا لمعايير الإجراء على مؤسسة المحتوى التدريبي، وتوجه ملاحظة لجهاز كبير، فهذا أداء موفق، وعمليات أخرى تتطلب تحقيقًا كونه تستخدم نمذجة سياسية، خلاً، بكتابة ما تتطلب أن تحتسب بناءًا على الظروف الحالية في مؤسسة المحتوى معمراً على غيره، (ضع دائرة على الذاي تراه مناسب)

نتيجة الوسائط المستخدمة:
- بم = بم مافق
- بم = بم مافق
- بم = بم مافق
- بم = بم مافق
- بم = بم مافق

- 13-14 وجدت أن التقييم الذي وضع المستند على مفيد جداً في عملية التوجيه، التميز المهمة نحو الأفضل.

- 14- نظام تقييم العمل الموجود في هذه المؤسسة غير مفيد بالنسبة لجهاز، نحو تطوير نتائج الأفراد العاملين، مند،

- 15- نظام تقييم العمل لدينا يخلق عندل عدم تحقيق بعد عملية التقييم أكثر من ذى قبل.
16- نظام تقييم العامل الذي نحن نستخدمه جيداً في معاشه لنا، تعمل بوضوح مع الموظفين وخاصاً في مركزي الحالي.

17- عندما الإدارات العليا مستوي في هذه المؤسسة المحلية تريد أن تتخذ قرارات جوهرية حول المناصب الإدارية فإن هذه الإدارات تستخدم سجلات تقييم الإداء الوظيفي كمرجع لها في عملية اتخاذ القرار.

18- في عملية اتخاذ القرارات التي تتعلق بالبرامج، التدريبات، الوظائف للموظفين، وقرارات الهيئة الإدارية التي تنتج ادارياً قانون غير قادر للمحاول على سجل تقييم الإداء الوظيفي السابق والذي من الممكن أن يساعدنا على اتخاذ قرارات جديدة.

19- هل توافق مع فكرة تعديل نظام تقييم العمل الحالي أو بقاءه كما هو؟

- توافق
- لا توافق

20- هل توافق مع فكرة استبدال نظام تقييم العمل الحالي بنظام جديد في معاشه المحلية؟

- توافق
- لا توافق

21- هل بقي وان حصلت على تدريب متخصص من قبل هذه المعيقة في أي من المجالات التالية؟ (تع دارة نائب كل مجال مدون عن 1- ج- ثم وضع علامة (لا) فيما تراه حقيقة من اجابات كل مجال)

لا تم احمل
نعم انه نعم لكنه لم على أي
كان سليداً يكين مفيداً تدريب

المحاليل

- لعداد تقييم، الإداء
- الوظيفي
- استخدام نماذج التقييم
- المحلي
- لتقوم التقييم والمثورة
- للموظفين في حقل الصحافة
- حول مستوي أدائهم.
1- إذا كان نظام التقييم الحالي عليه انتقادات كبيرة، فهل انت تراجع سبب ذلك؟ (رجلًا) بعلامه (+)، على أكثر عدد من الأسباب التالية والتي تترافق مع الحقيقة:

<table>
<thead>
<tr>
<th>نظام التقييم الحالي</th>
<th>التقييم الحالي</th>
<th>الأهداف والوسائل في نظام التقييم الحالي</th>
<th>الممارسات والعلاقات الشخصية</th>
<th>الشهادة في جمل نظام التقييم بناءً على النتائج التقييم بالقرارات الصحيحة</th>
<th>أسباب أخرى (أذكرها؟)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

لا تعتبر تعديل نظام القيمة الوظيفي يمت تلبية الخصائص التالية:


| ليس لائحة درجة | درجة كبيرة
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>جدًا</td>
<td>متوسطة</td>
</tr>
</tbody>
</table>

- يعكس نشاط إخراج

- يميز بين مختلف مستويات الإداء

- يميز مساهمات الفرد

- ينبغي تنمية وكفاءة الرسالة الإعلامية

- سهل التنفيذ والاعتدال عليه

- يمكنه يكون عادلاً وينفذ بطريقة غير رسمية ولا معقدة.

هـ 23 - هل يرى أن المطلوب بالنسبة لي هو مجرد تعليق أو تكليف من مجلس الإدارة أو الإدارة العليا في المؤسسة لتمكن من ربط تقييم الأداء الوظيفية بشكل رمزي بالقرارات والتحركات الوظيفية للعاملين على النحو التالي:

هل اوضح السبب/الأسباب لاجابة سوا؟ فهمت أو لا؟

| تعليماته | القيادة | الرواتب الاداء الوظيفي المتميزة
<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>مهارات القيادة</td>
</tr>
<tr>
<td></td>
<td></td>
<td>في عملية الاختيار للتدريب</td>
</tr>
</tbody>
</table>

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1. 

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8. 

9. 

10. هل لديك أي إقتراحات من أجل تحسين وتطوير تطبيقات نظام التقييم المعولماً حالياً في مؤسستك الصحفية؟ اذكرها من فضلك.

مع جزيل الشكر وخلاص الاحترام.
APPENDIX D

EMPLOYEES AND JOURNALISTS QUESTIONNAIRE (ARABIC VERSION)
في مؤسسة الاتحاد للمحافحة والنذر المحترم

تحية تقديراً واحتراماً، وبعد:

بادية ذي بدء اتوجه بجزيل التحية وعظيم التحية لكفيفة الكريم على
مساعدتك على تحقيق عناصر من وظائف المنظمة للإيجابية على إحداث هذا الاستبيان
العلمي، ومتصل إبتكار برنامج تطبيقي علمي للإيجابية من جامعة
ولاية كاليفورنيا California State University, San Bernardino
الأمريكية، حيث أن موضوع الدراسة هو "تقييم نظام تطبيق الإدراك النظري
والوظيفي للعاملين في عدة المؤسسات، مؤسسات الاتحاد، والبيان تجاه
دراسة".

وبإذن منك، فإن إبتكار البرمجية الخاصة على إنتاج هذا الاستبيان سوف
تمكنت علمياً من معرفة العوامل السلبية والإيجابية في نظام تقديم الأمثلة
المؤسسات المختارة هذه، والتي من فضلك، من الورثون فيها مكونين
قائمين قبل فتح أبواب المؤسسة للدورات البكر عبر هذا الاستبيان العلمي الذي
يهدف تحقيقه إلى بناء النظام تقييم العمل الحالي من جميع جوانبها التي تتعلق بك
خدمتها، ثم الإدارة، وأي مؤسسة بعملها المختارة المختلفة، وكيف ينال
العاملين في حمل المحافحة اثناهم وأدواتهم من أجل الوصول إلى تحقيق الأهداف
الرئيسي للمؤسسة.

ومن أجل ذلك، ليس منك ارتجاجاً على إسناد كل الاستبان في هذا الاستبان قراءة متائية
بالإيجابية، وشأنها قراءاتهم والإيجابية عليها كلها بلا استثناء وبراعة شامدة
معبرة عن المواقف الفيقي لكل سؤال.

وهنا أود أن أعلمك بأن إجابةك سيكون سريعاً ومفتوحة بشكل شام، كما أن
هذا الاستبان للاستنتاج لذكر منك أو جنيتك عليه.

مرة أخرى أشكرك على مساعدتك وتعاونك الملتزم مع تحقيق هذا الإنجاز
العلمي في مجال إدارة المؤسسات الإعلامية.

والسلام عليكم ورحمة الله وبركاته

الزميل
إبراهيم بن ظاهر
لوس أنجلوس
1996/5/17

- ملاحظة: رجاء إعمال الإيجابية في اسرع وقت ممكن.
استبيان للموظفين والموظفات

رجاء: يوزع هذا الاستبيان على جميع الموظفين والإداريين العاملين في مطابعات وعادات ومكاتب المؤسسة.

1 - ماهي المدة التي قضيتها في العمل في هذه المؤسسة المصرفية؟
   - ______ أقل من ستة أشهر
   - ______ ستة أشهر إلى خمس سنوات
   - ______ ست سنوات فأكثر

2 - في أي صحيفة أو مجلة أو قسم تعمل حاليا في هذه المؤسسة؟
   - ______ في قسم التحرير، قسم (الذكور من فقط)
   - ______ في قسم الإدارة، قسم (الذكور من فقط)

3 - ما هو تنفيذك الوظيفي في هذه المؤسسة المصرفية؟
   - ______ مهني (مراجع، مصرع، محرر، مخرج، مصور، مستقبل، ....)
   - ______ اداري (موظف، اداري، متوسط، متوسط، موظف، اداري، موظف، اداري، موظف، اداري، موظف، اداري)

4 - رجاءا ذكر الدرجة الوظيفية التي تعمل عليها حاليا (مثل: 2/4، 2/3، 2/2، 2/1، الخ)

5 - هل سبق لك وأن ساعدت مع مسئولك المؤشر في وضع تصور لما هو متوقع منك من
   إدراة في مجال عملك خلال سنوات عملك المالي؟
   - ______ نعم
   - ______ لا

6 - هل يوجد في المؤسسة نظام لتقييم الأداء السنوي والدوري للعاملين
   فيها؟
   - ______ نعم
   - ______ لا

7 - إذا كان الجواب بنعم على السؤال رقم (6) فهل تناقش مسئولك المؤشر معك
   الأداء الوظيفي للعام الحالي؟
   - ______ نعم
   - ______ لا
- هل يوجد في المؤسسة نظام لتقييم الأداء الشهري للعاملين في حقل
المحافظة؟

  ا. نعم
  ب. لا

- إذا كان الجوائز بنعم، هل تناقش مستوى المبادرات معدل أدائك الشهري خلال الشهر الماضي أو الذي قبله؟

  ا. نعم
  ب. لا

- هل توجد نسقًا معينًا للتقييم يجب تعيينها من قبل شهيرًا أو سنويًا أو دوريًا؟

  ا. نعم
  ب. لا

- يغذ النظر عما إذا كنت قد ساهمت أو لم تساهم فيما هو مطلوب ومؤثر منك
من أداء، شرى من استعنت وعمدت بمعايير وواجبات العمل التي عليها
نظام وتعازب؟

  ا. عندما بدأ أو قبل النهاية في فترة الاختبار (الفترة المتعارفة)
  ب. أثناء فترة الاختبار.
  ج. بعد أن أنتهت فترة الاختبار.
  د. لم ازود بالواجبات المطلوبة مني شهيرًا ولست بأفضل على الإطلاق ولكنني
  أودي علني على أكمل وجه.

- ما هي درجة وضعك في مهلك الذي استوعبت من الإدارة فيما يتعلق بنوع الأداء
المطلوب منك وكيفية خلال فترات عملك المفهومة؟

  ا. واضح جدا
  ب. واضح
  ج. غير واضح
  د. غير واضح جدا

- هل عرفت كيف يقيم أدائك الوظيفي؟ ما طريقتك من الطرق التالية:

  ا. بواسطة المقابلة وعند سماح مقدم للذك.
  ب. بواسطة المقابلة فقط.
  ج. بواسطة نماذج للتقييم.
  د. بواسطة الإدارة التي لديها طريقتها الخاصة بها لتقييم
الموظفين.
  ه. لا يوجد لدينا في هذه المؤسسة نظام معين يعتمد عليه
لتقييم الأداء الوظيفي للعاملين.
16 - عادةً، عندما يحين موعد تقييم من قبل مسؤوليك، هل تحب أن تعهد بهذا التقييم بأن يكون:
- مقبول جداً وبناءً.
- مقبول وبناءً.
- ليس مقبول ولا بناءً.
- على الاطلاق لِكن مقبول ولا بناءً.

15 - تقييم الأداء الوظيفي للعاملين في المحافظة، يمكنه ان يلعب أدواراً كثيرة في عالم المحافظة اليوم، ويتبع درجة الأهمية التي تسلمها بالنسبة لمعالي تنفيذ الأداء الوظيفي ووجود هذه المؤسسة المحافظة، واتباع تلك الأهمية بالنسبة لكل قرار وظيفي مما يأتي:

<table>
<thead>
<tr>
<th>نوعاً ما</th>
<th>لا يوجد</th>
<th>مهم جداً</th>
<th>مهم</th>
<th>مهم جداً</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 - تحديد الأداء الوظيفي في المركز الحالي للموظف</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 - تحديد امكانيات الترقية للموظف</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3 - تحصين وتدريب الرسالة الإعلامية الموجهة للمحور عموماً</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4 - استثارة الصحفيين في المجالات التي يتوجب فيها تحسين الأداء</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5 - تفتيش الصحفيين والعمالين</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6 - اختبار الصحفيين والموظفين للتدريب والمهارات الأخرى</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7 - مجالات أخرى (رامجًا أخرى مع درجة الأهمية)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

في جوابك على الائتلافات التالية من (17 - 20) رجاءاً ضع العلامات على أكبر قدر يمكن للمقابلة للمستفيدين للتفتيش في قسمك أو إدارتك التي تعمل بها:

17 - تقييم الأداء الوظيفي كما هو مطبق في هذه المؤسسة القصد منه هو:

- 1 - تحصين الأداء الإعلامي للمحاسبة، وتربية وتدريب المهارات المحاسبية والإدارية للعاملين في المؤسسة.
- 2 - تحديد الحاجات والمهارات التدريبية للمحاسبين والموظفين.
- 3 - مناصفة اتخاذ القرارات بشأن عملية الاستغناء عن بعض العملاء في المؤسسة.
- 4 - تنفيذ المهتمين وتقييمهم نحو fotoğل.
- 5 - التقييم ليس هدفه شيء مذاكر سابقًا أو لا يوجد تقييم للسكالم المجالات الوظيفية.
18- الهدف أو الأهداف الرئيسية لنظام تقييم الاداء الوظيفي الحالي في المؤسسة يكون:

1- لتسكين الإدارة الحالية من البيئة وضيق المهن والعمالين.
2- لتسكين الإدارة من محل المهارات لدى المطلوبين في حل المخالفات وضعيف قدراتهم وممارساتهم سهولة تطوير أداءهم الحالي.
3- لتسكين الإدارة من تحديد وتعريف زيادة الرواتب أو الترقيات.
4- إذا يوجد عامل آخر (الأذين في نفسك)

19- تقييم الأداء المحلي في هذه المؤسسة يأخذ شكلاً من أشكال:
1- تقييم سنوي لكل مفيد والموظف في المؤسسة.
2- تقييم تقييمي سنوي مقرورة على الأشك المعنيين الذين يميز أداءهم بالجودة أو الفعل.

20- نظام التقييم المستقبلي حالياً في هذه المؤسسة أقيم على:
1- مقاييس ومواصفات موضوعية ومقيمة للأداء الوظيفي.
2- مقاييس ومواصفات وضيق المدراء وروعي بأن تكون موضوعية ومقيمة من قبلهم.
3- المقاييس والمواصفات التي تقيم عليها نظام التقييم غير معروفة بالنسبة لي / أو للاعج.

21- بين كيف كان آخر معدل لأداءك المحلي أو الوظيفي عاملاً مساعدًا سمح لك بمعرفة فرصة ترقيتك؟ (فم دائرة على أحد الأرقام التالية)

غير مساعد

1 2 3

مساعد متوسط

4 5

مساعد جيد

6 7 8

22- لا يوجد درجة كان آخر معدل لأداءك المحلي/الوظيفي قد سمح لصحيحك وجعها على مكافأة تروك للMeshaka في أنجز وتحقق الأداء المحلي للمؤسسة؟
(فم دائرة على رقم واحد فقط مما شارك مناسبًا)

لدرجة كبيرة جدا

1 2 3

لدرجة متوسطة

4 5 6

لدرجة قليلة

7 8 9

23- أوضح نسبة رفكي الآن مما عمانه المؤسسة من قرارات فيما يتعلق بعملية اختيار المدين والمدينين في كل من المجالات الوظيفية التالية؟
(فم دائرة على الرقم المعبر عن رفكي أمام كل مجال مما يذكر)

الدرجات المستخدمة: رافي = 7 6 5 4 3 2 1

- الترقيات

1 2 3 4 5 6 7

- المكالمات المتعلقة للاعج الوظيفي

1 2 3 4 5 6 7

- الاستغناء عن الموظفين

1 2 3 4 5 6 7
24 - كيف هو رفقك حتى الآن وما يتعلق بالجوانب الحالية لعملك لتشخيصه؟

(مع دائرة حول الرقم الذي يتناسب مع شعورك أمام كل خانة مما يلي):

<table>
<thead>
<tr>
<th>رقم</th>
<th>غير رافي</th>
<th>رافي</th>
<th>غير رافي</th>
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- من حيث الرياح الذي تشهده
- الفرصة من أجل الترقية والتقييم في العمل
- جد الفرصة من أجل استلام مكافأة
- تجمعية من آدابك المتميز بالتفوق
- لا يعلم شيئاً عن مدى تقييمي في هذه المؤسسة
- لا يعلم شيئاً عن مدى تقييمي في هذه المؤسسة

25 - بشكل عام، كيف كان رفقك عن آخر معدل لأدائك المهني الوظيفي في العام الماضي؟

<table>
<thead>
<tr>
<th>رقم</th>
<th>رافي جداً</th>
<th>رافي نوعاً ما</th>
<th>غير رافي</th>
<th>غير رافي جداً</th>
</tr>
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26 - بشكل عام، كيف هو معدل رفك عن الأداء بصورة مكملة فيما يتعلق بتطور أدائك ومنافستك لمطبوخات ومعد المؤسسات الأخرى.

<table>
<thead>
<tr>
<th>رقم</th>
<th>رافي جداً</th>
<th>رافي نوعاً ما</th>
<th>غير رافي</th>
<th>غير رافي جداً</th>
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</table>

27 - نظام التقييم الحالي في مؤسستي الصحية قد:

<table>
<thead>
<tr>
<th>رقم</th>
<th>ساعد على تحسين الفهم المتبادل بيني وبين المستمرين علي.</th>
<th>ساعد على إفساد العلاقة بيني وبين المستمرين علي.</th>
<th>أنه لم يساعد على الاقتفاء في أي شيء أو لاعلم لي بنظام يؤدي إلى شيء من ذلك.</th>
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<td>1</td>
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</table>

28 - أنا أقدر نسبة الوفاء بيني وبين المستمرين علي في هذه المؤسسة كما يلي:

<table>
<thead>
<tr>
<th>رقم</th>
<th>عالية جداً</th>
<th>عالية</th>
<th>متوسط</th>
<th>منخفضة</th>
<th>منخفض جداً</th>
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<tbody>
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</tbody>
</table>
29- مقاييس تقييم المحتوى الموجودة تحت نظام التقييم الحالي تكون:

أ- اختلافات متشابهة بين ذوي الأدوات العلمية العالية وبين ذوي

ب- بعض الاحيان تفرق بين ذوي الأدوات العلمية العالية وبين ذوي

29- مقاييس تقييم العاملين في هذه المؤسسة تحت نظام التقييم الحالي

تكون:

أ- عادلة يكمل مناس.

ب- بعض الاحيان عادلة.

ج- غير عادلة يكمل مناس.

29- نظام التقييم الحالي في مؤسستي قد:

أ- يساعد على زيادة وتعزيز شملة مجموعة العمل داخل المؤسسة.

ب- يساعد على زيادة سرعة المجموعات داخل المؤسسة.

ج- لا يساعد على شيء من سابق أو عدم وجود نظام معرف.

32- استطاع أن أقدر مدى رغلي على نظام التقييم الحالي بما يلي:

(مع ذائرة حول الرقم المناسب)

غالب جدا 3.

متوسط 2.

منخفض 1.

33- في حكمي على نظام تقييم الأداء الوظيفي المطبق حالياً في هذه المؤسسة

المطلوبة يكون (مع ذائرة حول الرقم المناسب)

ممتاز ورائع 5.

متوسط 3.

منخفض 1.

34- هل توافق على فكرة تعديل نظام التقييم الحالي نحو الأقل?

أ- نعم

ب- لا

35- هل توافق على فكرة استبدال نظام تقييم علمي جديد؟

أ- نعم

ب- لا
إذا كنت تعتقد نظام التقييم الحالي في مؤسستك المصرفية، فهل تتى أن أسباب تلك المشاكل تعود إلى:
(اختر العلامات على أكثر عدد ممكن من الخانات التي تراها متناسبة مع الواقع)

- الافتقار إلى الاتصال والتفاهم حول الأهداف والوسائل.
- انعدام التدريب للذين يقيمون العاملين في حقل المصرف.
- الخلافات والصراعات الشخصية.
- الفشل في علق نظام بناء وفعلي.
- الفشل في متابعة نتائج التقييم بالقرارات اللازمة.
- سبب آخر (أذكر من فلت).

هل لديك اقتراحات أو توصيات لتغيير نظام التقييم الحالي/ أو وضع نظام تقييم جديد للعاملين في مؤسستك المصرفية؟

____________________________
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APPENDIX E

DAILY PRODUCTION AND FOLLOW-UP WORKSHEET
# DAILY PRODUCTION AND FOLLOW-UP WORKSHEET

**Department:**

**Date:** / /19

<table>
<thead>
<tr>
<th>Editor</th>
<th>Working Hours</th>
<th>Production</th>
<th>Exclusives</th>
<th>Missed Events</th>
<th>Follow-ups</th>
<th>Remarks (Dept Head Only)</th>
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<tbody>
<tr>
<td></td>
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<td>News</td>
<td>Investigations</td>
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APPENDIX F

LOS ANGELES TIMES PERFORMANCE APPRAISAL MODEL
MANAGERIAL/SUPERVISORY
PERFORMANCE APPRAISAL

EMPLOYEE INFORMATION

Employee's Name
Department
Job Title
Appraisal Period

SIGNATURE

Employee
Rater
Reviewer
Time in Current Job

Date
Date
Date

PERFORMANCE GUIDELINES:

Each manager/supervisor is reviewed on an annual basis. This form may be used
to evaluate each person's level of job performance. Your intention should be to
let each person know what has been accomplished and to establish goals and guidelines
to improve performance and determine areas for growth. In making this evaluation,
keep these things in mind:

1. The evaluation is of work performed throughout the most recent review period,
typically the past year. It can be used for development purposes and for
the annual salary review.

2. The job performance is being evaluated objectively against specific job
responsibilities.

3. The review is divided into sections. Each section has suggested items for
the employee and rater to consider when evaluating the employee's performance.
Some items may not be appropriate, and you may want to include others.

4. Results should provide a basis for communication and discussion. Specific
examples should be used whenever possible to support the information.

5. It is recommended that the employee play a key role in evaluating his or her
performance. The following steps will lead to that result.

(a) The employee is given this form in advance and asked to provide
information on his/her performance.
(b) The employee and rater discuss the employee's information.
(c) The rater completes his/her portion independent of the employee.
(d) It is reviewed by the appropriate management person.
(e) The employee is given a copy to review, discuss, and sign.

6. A simple rating system is a feature of the appraisal. Performance ratings
are: (1) met expectations, (2) exceeded expectations, (3) did not meet
expectations. The rater may amplify his/her rating in the space provided.
ESTABLISHED AN ENVIRONMENT FOR EXCELLENCE:

- Accepted constructive criticism and strived for self-development.
- Marketed services effectively, identified with client and customer needs.
- Set a positive example as a representative of the department and company.
- Maintained effectiveness under pressure.
- Developed and clarified department mission, goals and objectives. Sees and communicates the big picture.
- Communicated effectively with all levels, encouraged free flow of information.
- Used leadership skills to inspire and achieve results.
- Gave praise and recognition; helped develop high self-esteem.
- Teambuilder - encouraged and implemented group problem solving, goal setting and participative management.

EMPLOYEE'S INFORMATION:

RATER'S INFORMATION:

APPRAISAL:  
- [ ] Met expectations
- [ ] Exceeded expectations
- [ ] Did not meet expectations

234
MET JOB REQUIREMENTS/OTHER GOALS AND OBJECTIVES:

- Demonstrated good judgment and timely response in problem solving and decision making; accepts responsibility for decisions.
- Effectively managed ongoing operations.
- Followed through effectively and met deadlines.
- Regularly achieved goals.
- Went beyond the scope of his/her own responsibility to contribute to overall L.A. Times effectiveness.
- Other (describe)

EMPLOYEE'S INFORMATION:

RATER'S INFORMATION:

APPRaisal:

- [ ] Met expectations
- [ ] Exceeded expectations
- [ ] Did not meet expectations

235
PLANNING AND ORGANIZING:

- Made effective use of time.
- Planned effectively for short and long range.
- Ensured effective use of all resources - people, money, materials.
- Ensured that goals at all levels are consistent with department and company strategic objectives and budget/revenue objectives.

EMPLOYEE'S INFORMATION:

RATER'S INFORMATION:

APPRaisal:

[ ] Met expectations
[ ] Exceeded expectations
[ ] Did not meet expectations
PERSONNEL DEVELOPMENT

- Achieved full potential of people through coaching, training, setting consistent performance standards and conducting effective performance appraisals.
- Built strong succession candidates at all levels.
- Delegated effectively and appropriately.
- Matched people's personal goals with company goals to achieve a self-motivating environment.
- Rewarded and promoted based upon merit and solid accomplishment.
- Recruited and selected personnel effectively, with due attention to the affirmative action plan of The Times.

EMPLOYEE'S INFORMATION:

RATER'S INFORMATION:

APPRaisal:

[ ] Met expectations
[ ] Exceeded expectations
[ ] Did not meet expectations

237
TECHNICAL SKILLS (list any skills that were specific to individual's job)

EMPLOYEE'S INFORMATION:

RATER'S INFORMATION:

APPRAISAL:  
[ ] Met expectations
[ ] Exceeded expectations
[ ] Did not meet expectations

238
EMPLOYEE'S COMMENTS AT THE CONCLUSION OF THE INTERVIEW:

RATER'S COMMENTS: Specific suggestions for improvement and comments on any changes in performance since last review may be included here.

REVIEWER'S COMMENTS:
CAREER DEVELOPMENT

Outline the results of your joint discussion about feasible short- and long-term career plan for the employee. Consider knowledge and skills to acquire, developmental assignments and target dates.

This Coming Year

Next 2-3 Years

November 1986
Los Angeles Times
PERFORMANCE APPRAISAL

General Guidelines on Use
1. Consider employee’s performance for entire period since last review. Start by completing the Comments portion below. Comment on employee’s strengths and any need for improvement. Give examples. Use objective terms. Next, rate performance on the right hand side of the form.
2. Complete the reverse side. Pay special attention to suggestions for improvement.
3. After reviewer’s approval, discuss this appraisal with the employee. Specify strengths, weaknesses, suggestions for improvement and future expectations.

COMMENTS—
Indicate employee’s strengths and any need for improvement.

<table>
<thead>
<tr>
<th>KNOWLEDGE AND ABILITY</th>
<th>KNOWLEDGE OF JOB</th>
<th>RANGE OF ABILITY (VARIETY OF TASKS/ASSIGNMENTS PERFORMED)</th>
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<tbody>
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<tr>
<td>JUDGEMENT:</td>
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<tr>
<td>APPLIED KNOWLEDGE IN RESOLVING PROBLEMS</td>
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<tr>
<td>COMMUNICATION SKILLS</td>
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<td>ORAL</td>
<td>WRITTEN</td>
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<tr>
<td>EMPLOYEE AND/OR CUSTOMER RELATIONS SKILLS</td>
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<tr>
<td>QUALITY OF WORK</td>
<td>ACCURATE</td>
<td>CONSISTENT</td>
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<td>THOROUGH</td>
<td>CREATIVE</td>
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<td>NEAT, ORDERLY</td>
<td>OVERALL QUALITY</td>
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<tr>
<td>PRODUCTIVITY</td>
<td>SPEED IN COMPLETING ASSIGNMENTS</td>
<td>ADVANTAGEOUS USE OF TIME</td>
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<td>VOLUME OF WORK PRODUCED</td>
<td>RATE OF LEARNING NEW TASKS/ RESPONSIBILITIES</td>
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<tr>
<td>RELIABILITY</td>
<td>MET WORK SCHEDULES AND DEADLINES, FOLLOWED PROCEDURES</td>
<td>ATTENDANCE, PUNCTUALITY</td>
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<tr>
<td>JOB BEHAVIOR</td>
<td>COOPERATED WITH SUPERVISION, ACCEPTED INSTRUCTIONS, ETC.</td>
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<td>COOPERATED WITH FELLOW WORKERS, VOLUNTEERED HELP, ETC.</td>
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<td>DEMONSTRATED INITIATIVE, PROMOTED EFFICIENCY, OFFERED SUGGESTIONS, SOUGHT ADDITIONAL RESPONSIBILITIES, DEMONSTRATED SELF-STARTING ACTION.</td>
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<td>CARED FOR PROPERTY, EQUIPMENT, VALUABLES</td>
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<td>OBSERVED SAFETY AND OTHER PROCEDURES</td>
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<tr>
<td>ANY OTHER FACTORS RELEVANT TO EMPLOYEE’S JOB (LIST)</td>
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OVERALL APPRAISAL OF EMPLOYEE’S PERFORMANCE: (check one)

       Excellent       Very Good       Good       Improvement Needed       Unacceptable

This form may be used for any position in The Times, but it is not required. Other forms may be used if approved by the Employee Relations Department.
Comment in general on employee's performance, note any specific suggestions for future development and/or courses of action, include any appropriate target dates


Comment on any change in employee's performance since last review: (optional)


Comments by Employee: (optional)


COMPLETE AFTER APPROVAL BY REVIEWER

Rate Increase:

- Yes
- No—This performance appraisal is not connected with a pay review.
- No—Employee at maximum rate.
- No—Performance does not merit an increase at this time.

To be reviewed again on ____________ (date)

Reviewer's comments:


Rate Increase:  

- Yes  
- No—This performance appraisal is not connected with a pay review.  
- No—Employee at maximum rate.  
- No—Performance does not merit an increase at this time.  

To be reviewed again on ____________ (date)

Reviewer's comments:


This rating has been discussed with me. My voluntary comments, if any, appear above. My signature does not necessarily imply my agreement with the rating.

Employee's Signature ____________ Date ____________

Forward to Employee Relations, with voucher if appropriate.