



Performance Appraisal in a Libyan State Owned Organisation an Interpretive Perspective on Managers' Practices

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Introduction

This study seeks to explore and understand the appraisal process in Libya, focusing on a case study of a major national organization, Ahlia Cement Company (ACC). This study is trying to better understand the complexity of HR practices in the Libyan context.

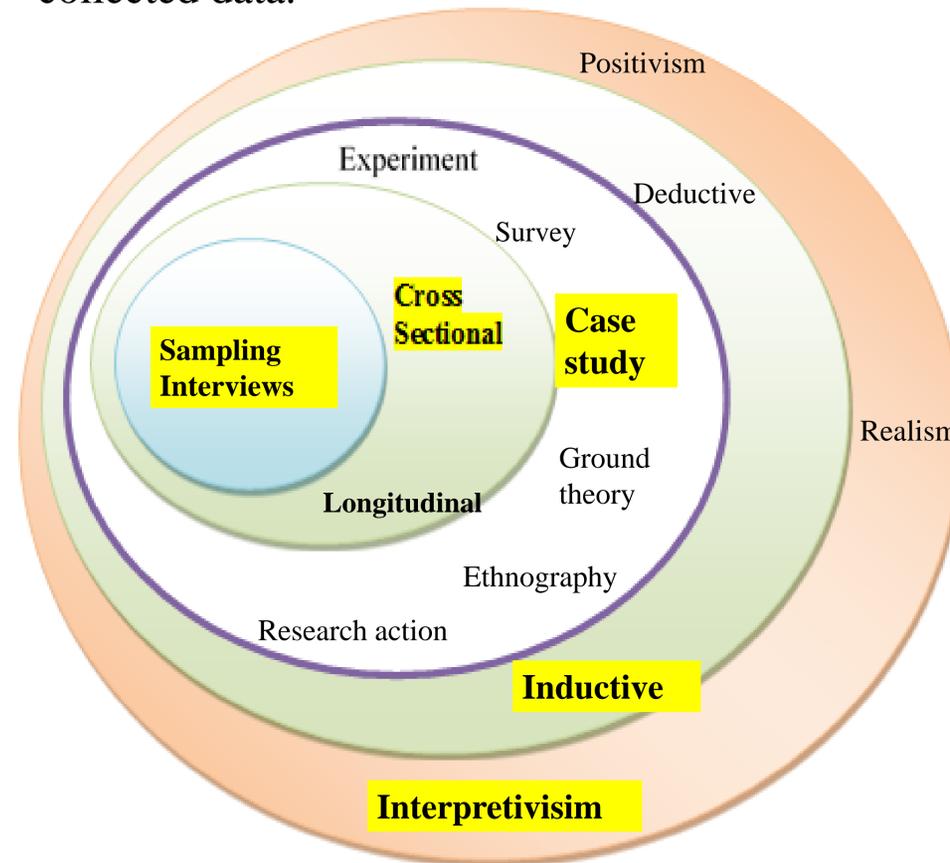
Research questions

This research aims to answer the following research questions: 1- What factors are used by managers to form judgements about an employee's performance? 2- What formal and informal practices surround employee appraisal? 3- How does Libyan national culture influence the operation of performance appraisal systems? 4-To what extent are performance appraisal practices, systems and processes linked to the strategic objectives of the organisations? 5-How do company managers perceive the meaning of their work before, during and after the uprising in Libya?

Methodology

A qualitative approach was employed; data was gathered through semi-structured interviews,

Documentation and direct observation, and thematic analysis was used in analysing the collected data.



Research findings

- 1- Appraisal aims were seen more administrative rather than developmental
- 2- The prevailing view was that there was little direct feedback.
- 3- Challenges to effective PA came from cultural values.

4- In the wake of 17 of Feb revolution, HRM practices were changing, and The old management had been replaced.

5- With the change in personnel, a new set of commitment was reported to rebuild the company.

Main themes and subthemes

No	Themes	Subthemes
1-	Appraisal process	Criteria, aims, Implementation, feedback and appeals
2-	Challenges	Cultural challenges, managerial challenges, and appraisers challenges
3-	Attitudes	Accuracy, fairness and management support
4-	Contextual change	Work situation, managers' perception, commitment and time at work

Research Conclusion

The research has demonstrated that PA practices in the ACC are different from those in the Western context, especially in the manner of conducting the PA, and in the degree of participation of staff members. Also, PA is socially constructed practice in Libya, therefore, it is very important to understand any context and culture values before applying other practices and techniques.