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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

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A Thesis

Presented to the

Faculty of

California State University,

San Bernardino

_____

by

Ibrahim A. Bin-Taher

May 1992

Approved by:

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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.

I would like to express my gratitude to Sheik Nahyan Bin Moubark, the Minister of Higher Education and the President of the University of the United Arab Emirates for making my graduate program pleasant and successful.

I would also like to thank my parents, my brother Mohammed and my friends who encouraged me to continue my education.

A special acknowledgement goes to Professor Julius Kaplan, the Dean of Graduate Studies at California State University in San Bernardino. His advice and support have helped me throughout my program.

I deeply appreciate all the help and counseling I got from my Chair, Professor Fred Jandt. His encouragement and guidance have paved the way to a successful completion of my program. I am also thankful to Professors Nabil Razzouk and Foad Derakhshan for their help and guidance.

I would like to thank Mr. Sarkis El-Zein for his help in putting my data together and for editing my thesis.

My sincere thanks go to my colleagues at the Al-Ittihad and the Al-Bayan Press Corporations for their cooperation and participation in this study. In particular, I would like to

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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 free-

lance 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

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[1] "Federal Civil Law No. (2)". <u>The UAE Official Journal</u>,
Volume No. 1, UAE, 1972.

levels of productivity.

It is the belief of the researcher that dissatisfaction among journalists and employees of Al-Ittihad 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-Ittihad 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%.

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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?

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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

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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.

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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

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[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

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[3] N. Al-Nabeh. United Arab Emirates: Regional and Global Dimensions. (Doctoral Dissertation, Claremont University, Claremont, CA, 1984).

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

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[4] U.S. Department of Commerce, United Arab Emirates, Foreign Economic Trends and Their Implications for the United States. (U.S. Government Printing Office, July 1982).

[5] J. D. Anthony. Transformation Amideast Tradition, The United Arab Emirates in Transition. (Abu-Dhabi: International Institute for Strategic Studies, November, 1979), 56.

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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]

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[6] Al-Nabeh. UAE: Regional and Global Dimensions. (Doctoral Dissertation, Claremont University, Claremont, Ca, 1984)

[7] Ibid., 32.

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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.[8]

Main Characteristics of the U.A.E.

The main features of federalism in the United Arab Emirates were derived from the following sources:[9]

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.

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[8] Ibid., 32.

[9] 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

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[10] <u>Al-Eslah Magazine</u>. Published by Al-Eslah Association. Dubai. January 17, 1992.

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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.[11] That in addition

to Fridays' sermons which go beyond religion to cover social,

political and economic aspects of the Muslim society.

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[11]A. Al-Noweis. Communication Media in the UAE. (Abu-Dhabi
Publishing, Abu-Dhabi, 1984), 165.

Mass Communication Through the Press

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.[12]

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

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[12]Ibid., 39-40.

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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,

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[13]Background on the Al-Ittihad Press Organization. (A
report published by the Al-Ittihad Institution, 1989), 1-3.

then Libya in 1930, Tunisia in 1935, Iraq in 1936, Lebanon in 1938, Sudan in 1940,... and the United Arab Emirates in 1968.[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.[15]

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[14]A. Al-Noweis. Communication Media in the UAE. (Abu-Dhabi Publishing, Abu-Dhabi, 1984), 124-126.

[15]Ibid., 142-143.

Country	Year Television Broadcasting Started		
Algeria	1956		
Iraq	1958		
Egypt		1960	
Syria		1960	
Kuwait	1961		
Morocco	1962		
Lebanon	1962		
South Yemen	1964		
Saudi Arabia	1965		
Tunisia	1966		
Jordan	1968		
Libya		1968	
United Arab Emirates	1969		
Qatar		1970	
Bahrain		1973	
North Yemen	1974		
Oman	1974		

Source: Al-Noweis. Communication Media in the UAE. (Abu Dhabi Publishing, Abu Dhabi, 1984), 142.

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[16]

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

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[16]M. A. Al-Owainee. 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.[17]

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,

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[17]M. A. Al-Owainee. Contemporary Arab Political Journalism.
(Al-Anglo Egyptian Library, Cairo, 1985), 30.

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

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[18]Ibid., 9.

[19]Ministry of Information. <u>Report on Achievements and
Obstacles</u>. (Ministry of Information, Abu-Dhabi, 1990), 1-2.

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

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[20]Yearbook of 1982-1983. Published by the Ministry of Information and Culture. (Al-Ittihad Press, Publishing and Distribution Corporation, 1982), 67.

United Arab Emirates from Abu-Dhabi.[21]

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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[21]K. Sabat. Communication Media: Inception and Development. (Al-Anglo Egyptian Library, Cairo, 1985), 248-249.

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

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[22]From a report obtained from the American Embassy in Abu-Dhabi, 1985.

[23]A. Al-Noweis. Communication Media in the UAE. (Abu-Dhabi Publishing, Abu-Dhabi, 1984), 151-153.

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(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.[24] 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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[24]From 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:

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[25]A. Al-Noweis. Communication Media in the UAE.   (Abu-Dhabi
Publishing, Abu-Dhabi, 1984), 153.
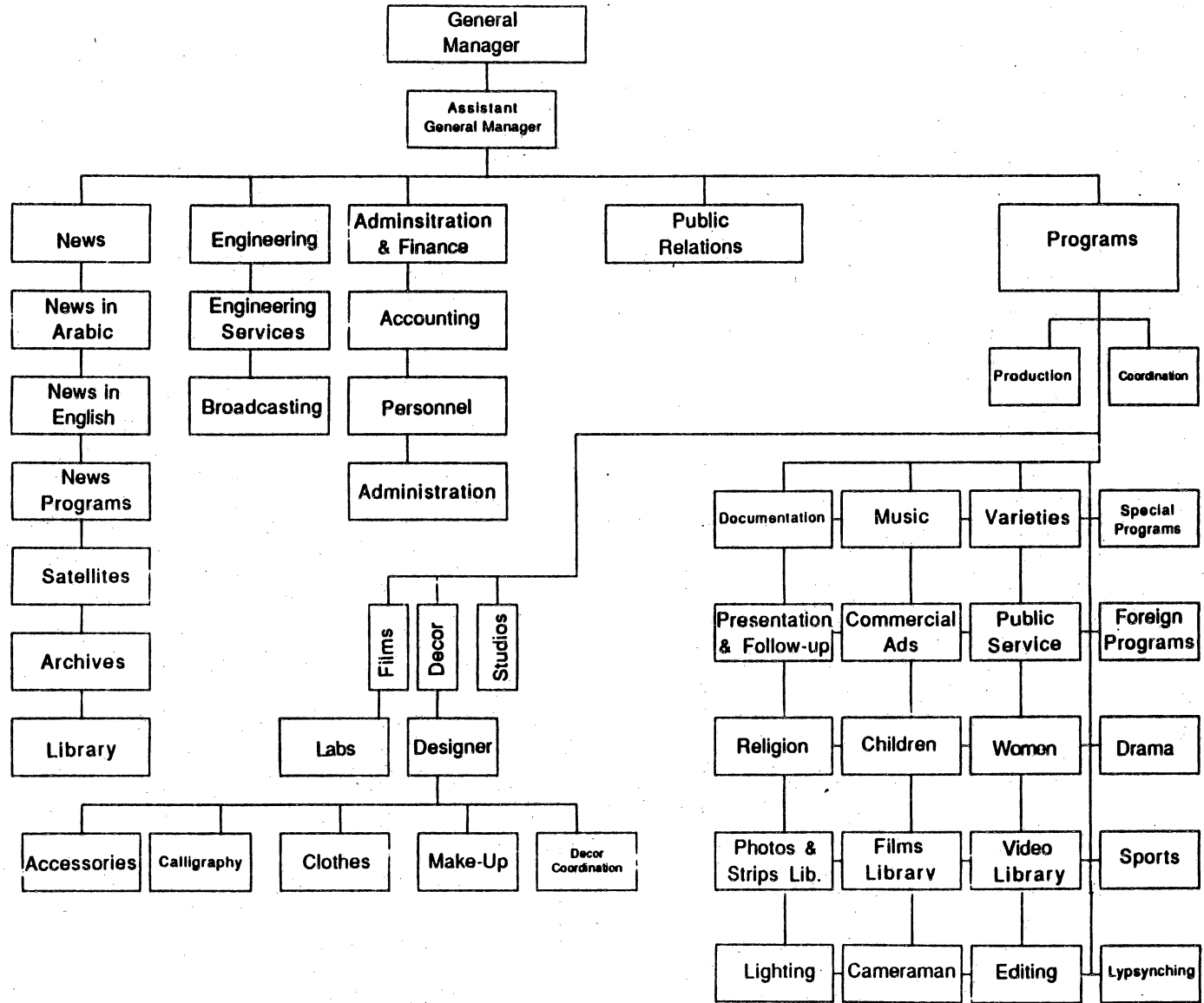
Journalism: General Overview

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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[26]J. R. Dominick. The Dynamics of Mass Communication. (McGraw Hill Publishing Company, 1990), 75-76.

run.[27]

Functions of Journalism[28]

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.

[28]T. Abu-Arjee. <u>Contemporary Journalism</u>. (Dar Al-Kitab Al-Jamee, Al-Ain, 1988), 17-21.

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 <u>Dubai News</u>. In 1968, the magazine of <u>Ras-Al-Khaimah News</u> was published. However, the first major newspaper in the U.A.E. was published in 1969. In fact, on October 20, 1969, <u>Al-Ittihad</u> 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.

<u>Al-Khaleej</u> 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]

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

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[29]K. Sabat. <u>Communication Media: Inception and Development</u>. (Al-Anglo Egyptian Library, Cairo, 1985), 168-171.

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

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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[30]E. A. Ezzat. Journalism in the Gulf Countries. (An Unpublished Thesis paper, University of Cairo, Cairo, Egypt, 1980), 501-502.

[31]Ibid.

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.[32]

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

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[32]Ibid.

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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 cuurently 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.

<u>Semi-official Journalism</u>

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-

Ittihad and Al-Bayan are two examples of semi-official

journalism and these two institutions formed the sample of

this study.

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.[33]

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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[33]T. Abu-Arjee. Contemporary Journalism. (Dar Al-Kitab Al-Jamee, Al-Ain, 1988), 120-121.

Ezzat[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:[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

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[34]E. A. Ezzat. Journalism in the Gulf Countries. (An Unpublished Thesis Paper, University of Cairo, Cairo, Egypt, 1980).

[35]T. Abu-Arjee. Contemporary Journalism. (Dar Al-Kitab Al-Jamee, Al-Ain, 1988), 124-126.

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.

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A. The Al-Ittihad Press, Printing and Publishing Corporation

<u>Historical Background</u>[36]

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 <u>Al-Ittihad</u> was first printed in Beirut, Lebanon

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[36]Al-Ittihad. <u>Background   on   the   Al-Ittihad   Press
Organization</u>. (A report published by Al-Ittihad, 1989), 1-3.

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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.

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[37]Ibid., 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

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[38]A. Al-Noweis. Communication Media in the UAE. (Abu-Dhabi
Publishing, Abu-Dhabi, 1984), 45.

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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.[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.[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

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[39]Ibid., 44.

[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).

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                              ┌─────────────────────────┐
                              │     EDITOR-IN-CHIEF      │
                              └─────────────────────────┘
                                          │
                                                          ┌──────────────┐
                      ┌──────────┐                        │  VARIETIES   │
                      │ CULTURE  │                        └──────────────┘
                      └──────────┘
┌──────────────┐                                          ┌──────────────┐
│  ECONOMICS   │                                          │  FOLLOW-UP   │
└──────────────┘      ┌──────────┐                        └──────────────┘
                      │  SPORTS  │    ┌──────────────────┐
┌──────────────┐      └──────────┘    │ EDITORIAL MANAGER│
│    LOCAL     │                      └──────────────────┘  ┌──────────────┐
│    NEWS      │                                            │   RELIGION   │
└──────────────┘                                            └──────────────┘

            ┌──────────────┐                    ┌──────────────┐
            │ TRANSLATION  │                    │ FOREIGN NEWS │
            └──────────────┘                    └──────────────┘
                         ┌────────────────────┐       │
                         │ ARTISTIC PRODUCTION│  ┌──────────────┐
                         └────────────────────┘  │  REPORTES &  │
                                   ┊             │  LISTENING   │
                                   ┊             └──────────────┘
                           TO THE PRINTERS
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Source: S. Abu-Esba and K. M. Ahmed. 1984.
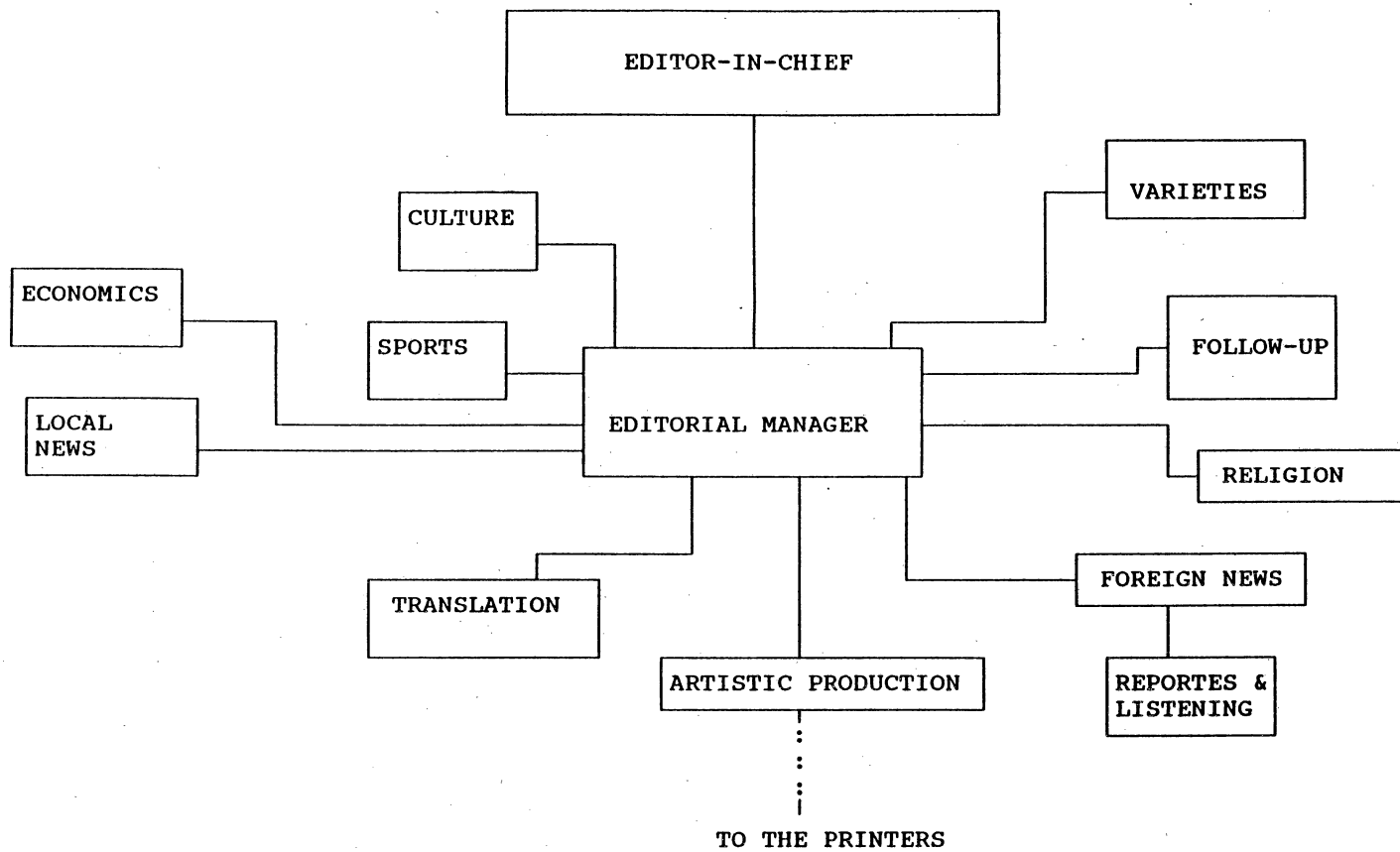
Major Publications of the Al-Ittihad Corporation

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. <u>Emirates News</u>

<u>Emirates News</u> 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] <u>Emirates News</u> 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. <u>Majed Magazine</u>

<u>Majed</u> 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.

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[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

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[42]A. Al-Noweis. _Communication Media in the UAE_. (Abu-Dhabi
Publishing, Abu-Dhabi, 1984), 104-106.

[43]Ibid., 113.

[44]Ibid., 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.[45]

3. Zahrat Al-Khaleej 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.[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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[45]S. Abu-Esba and K. M. Ahmed. Managing Communication Media. (Sabra Publishing, Damascus, Syria, 1984), 343.

[46]A. Al-Noweis. Communication Media in the UAE. (Abu-Dhabi Publishing, Abu-Dhabi, 1984), 94-95.

country and its future and of the cohesion of its citizens...
women of my country have refused to be just spectators..."[47]

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.[48]

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

[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.

Board of Directors

Chairman of the Board

Vice Chairman & General Manager

Ras Al-Khaima | Al-Ain | Al-Sharga | Dubai

Manager

Assistant General Manager

Research & Studies

Zahrat Al-Khaleej Magazine

Majed Magazine

Emirates News

Al-Ittihad

Al-Ittihad Publishing & Printing

Distribution | Advertising | Printing Press | Finance & Administration

Director

Editor-in-Chief | Editor-in-Chief | Editor-in-Chief | Editor-in-Chief

Head of Distribution | Head of Advertising | Head of Printing

Managing Editor | Managing Editor | Managing Editor | Managing Editor

Collection | Services | Warehouses | Supplies | Administration | Finance

Subscriptions | Arts | Foreign | Local

Arts | Agencies | Agents

Offset | PhotoCopying | Binding | Printers

Editorial Secretary | Head of Editorial Departments

Editorial Secretary | Head of Editorial Departments

Secretary | Heads

Secretary | Heads | Photography

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Source: Khalid M. Ahmed. Abu-Esba. Managing Communications Media. Al-Ittihad Publishing & Printing Corporation

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.[49]

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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[49]S. Abu Esba and K. M. Ahmed. _Managing Communication Media_. (Sabra Publishing, Damascus, Syria, 1984), 270-273.

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:[50]

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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[50]Ibid., 275-284.

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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

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addition to those who work in the domain of advertising (e.g. advertising agencies).[51]

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:[52]

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.

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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. <u>Printing Management</u>[53]

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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[53]T. Abu-Arjee. <u>Contemporary Journalism</u>, (Dar Al-Kitab Al-Jamee, Al-Ain, 1988), 93-94.

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

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[54]J. R. Dominick. The Dynamics of Mass Communication, (McGraw Hill Publishing Company, 3rd edition, 1990), 112.

[55]T. Abu-Arjee. Contemporary Journalism, (Dar Al-Kitab Al-Jamee, Al-Ain, 1988), 95.

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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.[56]

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

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[56]S. Abu Esba and K. M. Ahmed. Managing Communication Media, (Sabra Publishing, Damascus, Syria, 1984), 326-327.

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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.[57]

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

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[57]Ibid., 330-331.

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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.[58] 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]

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

[59]Ibid.

Year	Number of Trainees
1977	14
1978	18
1979	37
1980	52
1981	65
1982	54
1983	59
1984	59
1985	69
1986	67
1987	67

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[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.

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[60]S. Abu Esba and K. M. Ahmed. Managing Communication Media, (Sabra Publishing, Damascus, Syria, 1984).

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

Department	Number of Employees		
	Citizens	Others	Total
Administration	24	166	190
Al-Ittihad newspaper	33	204	237
Zahrat Al-Khaleej	1	25	26
Majed Magazine	0	18	18
Emirate News newspaper	0	37	37
Printing Press	5	58	63
TOTAL	63	508	571

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.[61]

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.[62]

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

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[61]*Report of the American Embassy in Abu-Dhabi*, 1985.

[62]E. A. Ezzat. Journalism in the Gulf Countries. (Unpublished thesis paper, university of Cairo, 1980).

أخر خبر

THE DAILY ALBAYAN

وزير الخارجية الروسي يصل الرياض

No. 4329 – Saturday – 25.4.1992   ۲۸ صفحة – درهمان

مجلس مجاهدين مؤقت لإدارة افغانستان

الحزب الاسلامي يعترض على اتفاق تشكيل المجلس الموقع من ست مجموعات

مسعود ينذر بالانقسام للجيش للدفاع عن كابول في وجه حكمتيار

اجتماع لمجلس وزراء التعاون للتحضير لاجتماع مشترك مع المجموعة الاوروبية

■ زيارة رئيس الدولة المرتقبة للهند تكتسب ابعادا سياسية

تحرك سوري لتهدئة مناوي لسعادة

انسحاب حزب الكتائب من الحكومة اللبنانية

استلام المجاهدين السلطة في كابول يعزز موقف المعارضة في طاجكستان

واشنطن ترحب بتوجيه الدعوات لاطراف المحادثات المتحدة

خبر ليبي آخر

وزراء اوبك يتفقون على ابقاء سقف الانتاج دون تغيير

هجرة العقول الاجرامية ظاهرة دولية جديدة

العصابات تحتاج اصحاب القدرات العقلية والعلمية

«سفاح المهندسين» نموذج للكفاءات العالية المتقطعة

حملة البري للحج والعمرة
التسجيل لموسم الحج
الاستفسار، تلفون ٣٦٤٤٤٤ الشارقة

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.

<u>Organizational Features of the Al-Bayan Corporation</u>[63]

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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[63]From 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

Editorial Departments

Center for Middle East Research

Editorial Secretary

Maintenance

Printers

Distribution

Advertising

Finance & Administration

Managing Editor

Mgr., Finance & Administration

Assistant Chief Editor

Chief Editor

Source: Khalid M. Ahmed and S. Abu Esba.
Managing Communication Media.

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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

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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

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[64]S. Abu Esba and K.M. Ahmed. Managing Communication Media,
(Sabra Publishing, Damascus, Syria, 1984), 158-159.

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.[65]

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.[66]

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:[67]

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.

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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.

<u>Training</u>

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.

<u>Benefits</u>

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.[68] 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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[68]Report of the American Embassy in Abu-Dhabi, 1985.

in the Gulf: that of translating news analyses from major

international newspapers and magazines. In a later phase,

the Al-Khaleej 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-Khaleej

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-Khaleej 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-khaleej

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-Khaleej issued Al-Shorooq 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,

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[69]E. A. Ezzat. Journalism in the Gulf Countries. (An
unpublished thesis paper, University of Cairo, Cairo, Egypt,
1980), 508

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.

Heya (She)

The Heya is the first national woman magazine in the UAE. Before Heya only one attempt was made to publish a bi-annual magazine called Al-Ahad Al-Jadeed (The New Era). Heya 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 Heya has been consistently published as a weekly magazine. Despite a lesser quality than Zahrat-Al-Khaleej, Heya 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.[70]

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[70]E. A. Ezzat. Journalism in the Gulf Countries. (An unpublished thesis paper, University of Cairo, Cairo, Egypt, 1980), 515-516.

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. <u>Definitions of Performance Appraisal</u>

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.[71]

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

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[71] G. P. Latham and K. N. Wexley. <u>Increasing Productivity Through Performance Appraisal</u>. (Addison-Wesley Publishing Company, Michigan, 1982).

attempt to influence each other.[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.[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

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[72] M. Beer and B. Spector. Readings in Human Resource Management. (The Free Press, New York, 1985), 313-314.

[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).

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appropriate for one particular organization, but not for other organizations. According to Alotaibi[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).

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[74] A. G. Alotaibi: Designing a Performance Appraisal System for the Civil Service of Kuwait (Doctoral Dissertation, Claremont University, Claremont, 1987), 33.

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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[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[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

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[75] W. F. Cascio and E.M. Awad. <u>Human Resources Management</u>. (Restoon Publishing Company Inc., Restoon, VA, 1981), 420-421.

[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[77] 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 <u>Standards of Performance</u>. This technique is based upon the assumption that supervisors and employees will be

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[77] P. King. <u>Performance Planning and Appraisal</u>. (McGraw-Hill, new York, 1984), 130-131.

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

Significant
Job Segments   Standards of Performance

1. Safety   1. Monthly safety meetings are conducted
                                  in accordance with company schedules.

                               2. Safe operating procedures are
                                  followed by all employees.

                               3. Regular monthly inspections are held
                                  in department in accordance with
                                  approved checklist.

                               4. Action is taken within 5 days to
                                  correct any unsafe condition.

                               5. Monthly safety reports submitted by
                                  the 5th of the following month.

2. Controlling   1. Waste and scrap are kept below 2% of
   costs   total production.

                               2. One cost-saving improvement per month
                                  initiated and put into operation.

                               3. Overtime costs held to a maximum of
                                  3% of direct labor costs.

                               4. All purchases made in most economical
                                  manner according to a buying plan.

                               5. Overhead costs kept within budget
                                  limitations.

                               6. Salary controls exercised in
                                  accordance with salary
                                  administration plan.

                               7. Ratio of productivity to costs
                                  improved by 1% every 6 months.

3. Developing   1. New subordinates inducted and trained
   subordinates   in accordance with a definite plan.

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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.

Source: D.L. Kirkpatrick, How to Improve Performance Through Appraisals and Coaching (AMACOM, New York, 1982), pages 39-40.

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

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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.[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.[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

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[78] P. H. Andrews and J. E. Baird, Jr. <u>Communication for Business and the Professions</u> (Wm. C. Brown Publishers, Dubuque, IA, 1992), 169-170.

[79] Ibid., 170.

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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

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[80] Ibid., 215.

[81] J. M. Lahiff. Interviewing for Results. In Readings
in Interpersonal and organizational Communications, eds. R.C.
Huseman, C.M. Logue, and D.L. Freshly. (Boston, Holbrook Press,
1973).

number of one's negatives tended to lower the rating

employees gave to the organization's appraisal system.[82]

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.[83]

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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[82] E. Kay, H. H. Meyer, and J. R. P. French. The Effect
of Threat in a Performance Appraisal Interview. Journal of
Applied Psychology, 49, 1965, 311-317.

[83] P. H. Andrews and J. E. Baird, Jr. Communication for
Business and The Profession (Wm. C. Brown Publishers, Dubuque,
IA, 1992), 215-216.

weight than past history.[84]

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.[85] 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.

[85] C. W. Downs et al. Professional Interviewing (Harper & Row, New York, 1980).

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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,[86]
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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[86] Brett and Fredian. _Performance Appraisal_ (in Andrews
and Baird, Communication for Business and the Professions,
Wm.C. Brown Publishers, 1992), 219-220.

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.[87] 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.[88] 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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[87] G. P. Latham and K. N. Wexley. _Increasing Productivity_
Through Performance Appraisal (Addison-Wesley Publishing
Company, 1981), 97.

[88] Ibid., 97.

resources be pointed out and resolved."[89]

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:[90]

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.

[90] B. L. Kaye and S. Krantz, Preparing Employees: The Missing Link in Performance Appraisal Training, Personnel, 59, May/June 1982, 24.

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."[91]

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. <u>Be able to accept help</u>. 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. <u>Probe for information</u>. 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

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[91] Ibid., 26.

communication, and the employees are better able to

understand what their weaknesses are.

7. <u>Avoid overly defensive behavior</u>. 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. <u>Importance, Purposes and Goals of Performance Appraisal</u>

<u>Importance of Performance Appraisal</u>

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 Wackman[93]

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

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[92] A. M. Mohrman, Jr., S. M. Resnick-West and E. E. Lawler
III. Designing Performance Appraisal Systems (Jossey-Bass
Publishers, San Francisco, 1990), 2-2.

[93] J. M. Lavine and D. B. Wackman. Managing Media
Organizations (Longman Inc., New York, 1988), 207.

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 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

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[94] G. P. Latham and K. Wexley. *Increasing Productivity Through Performance Appraisals*. (Addison-Wesley Publishing Company, 1981), 2.

[95] Ibid., 4.

[96] Ibid., 4.

decisions are made regarding that an employee's retention, promotion, demotion, transfer, salary increase, and termination."[97] 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."[98]

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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[97] Ibid., 4.

[98] M. Beer and B. Spector. Human resource management. (The Free Press, New York, 1985), 313.

promotions.[99]

In a study conducted by Peck,[100] 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.[101] 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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[99] J. M. Lavine and D. B. Wackman. Managing Media Organizations. (Longman Inc., New York, 1988), 208.

[100] C. A. Peck. Pay, and Performance: The Interaction of Compensation and Performance Appraisal. (Research Bulletin no. 155, New York: Conference Board, 1984), 20.

[101] A. M. Mohrman, Jr., S. M. Resnick-West, and E. E. Lawler III. Designing Performance Appraisal Systems. (Jossey-Bass Publishers, San Francisco, 1990).

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[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.

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[102] H. J. Bernardin and R. W. Beatty. Performance Appraisal: Assessing Human Resources at Work.   (Kent Publishing Company, Boston, Massachusetts, 1984), 8.

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.
    3.   Recognition and rewards for past performance.
    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.
    9.   Lateral reassignment.

Source: Bernardin & Beatty, 1984, Page 8.

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.[103]

The complexity of performance appraisal is best represented by Bernardin and Beatty using the Landy-Farr Process Model of Performance Appraisal.[104] 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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[103] J. R. Abbott and F. S. Schuster. History and theory of performance appraisal. In M.Roch (Ed), Handbook of wage and salary administration. (McGraw-Hill, New York, 1983).

[104] H. J. Bernardin and R. W. Beatty. Performance Appraisal: Assessing Human Resources at Work. (Kent Publishing Company, Boston, Massachusetts, 1984), 5.

Table 3

Brief Description of the Landy-Farr Process Model

Component	Brief Description
1. Position Characteristics	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 "blue collar" or "white collar".
2. Organization characteristics	Refers to global characteristics of the entire organization, including climate, span of control, seasonal variation in work force, and so on.
3. Purpose for rating	Refers to reasons why performance ratings are to be made. Some common purposes are counselling of ratees and salary decisions.
4. Rating process	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.
5,6 Scale development and rating instrument	Refers to the design and implementation of the tool for carrying out performance appraisal.

Table 3 (Continued)

7,8	Rater and ratee characteristics	Refers to personal as well as demographic characteristics of the individual carrying out the rating and of those being rated.
9.	Observation/storage	Refers to the raters' collecting and storing information that is relevant to performance.
10.	Retrieval/judgment	Refers to the raters' use of the information to be used in performance appraisal.
11.	Data analysis	Refers to the way performance appraisal data are fed into the personnel system (e.g., how numerical performance indices are combined).
12.	Performance description	Refers to the results of the "data analysis" in component 11 which fed back to the appropriate sources.
13.	Personnel action	Refers to the ultimate results of the performance appraisal data (e.g.,feedback to employees, revision of selection systems, etc.).

Source: Bernardin & Beatty, 1984, pages 5-6.

Figure 1
A Process Model of Performance Appraisal
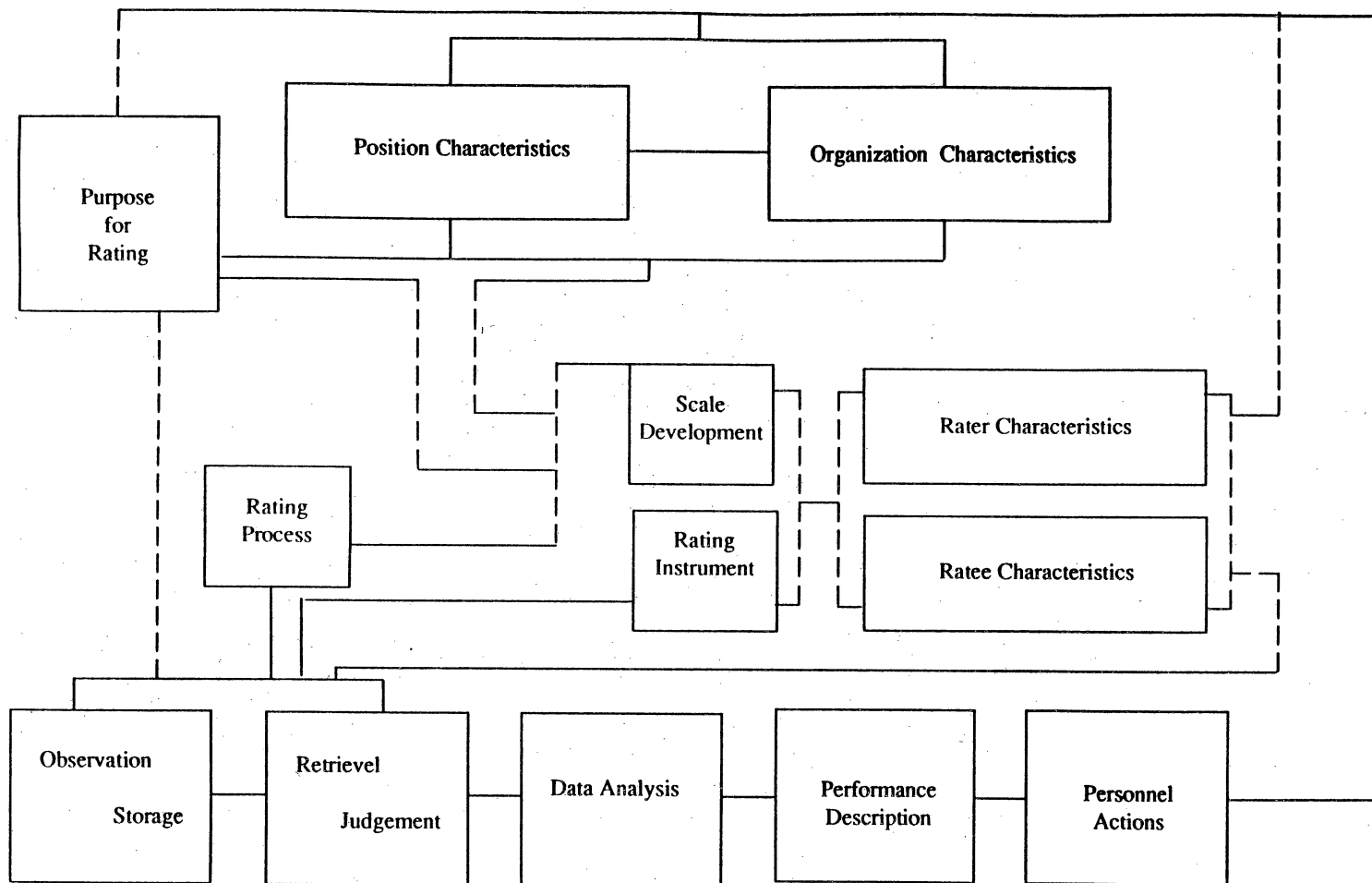
Source: Landy and Barr, 1980

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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).

6. Timing for appraisal.

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).

Source: Bernardin & Beatty, 1984, page 7.

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:[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

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[105] A. M. Mohrman, Jr., S. M. Resnick-West, and E. E. Lawler III. Designing Performance Appraisal Systems. (Jossey-Bass Publishers, San Francisco, 1990), 3-4.

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.[106] 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.[107] 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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[106] E. E. Lawler III and J. G. Rhode. Information and Control in Organizations. (Goodyear Publishing Company, Santa Monica, California, 1976).

[107] A. M. Mohrman, Jr., S. M. Resnik-West, and E. E. Lawler III. Designing Performance Appraisal Systems. (Jossey-Bass Publishers, San Francisco, 1990), 5.

development and just what kinds of development experiences might be best for them.[108] 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.[109] 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.[110] 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.

[109] E. E. Lawler III. Pay and Organizational Development. (Addison-Wesley, Reading, Massachusetts, 1981).

[110] C. A. Peck. Pay and Performance: The interaction of Compensation and Performance Appraisal (Research Bulletin no. 155, New York: Conference Board, 1984), 20.

levels of management.[111] 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.[112]

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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[111] C. O. Longenencker and D. A. Gioia. Neglected at the
Top-Executives Talk About Executive Appraisals. Sloan
Management Review, 1988, 29(3), 41-47.

[112] A. M. Mohrman, Jr., S. M. Resnick-West, and E.E. Lawler
III. Designing Performance Appraisal Systems. (Jossey-Bass
Publishers, san Francisco, 1990), 9.

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%

ofjournalists 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).

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TABLE 5
STANDARDS OF PERFORMANCE AS VIEWED BY JOURNALISTS

ITEM		N	%
Do you have an annual performance appraisal system in this press?			
	YES	50	41.7
	NO	70	58.3
	Total	120	100.0
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

Appraisal system is:

Response	N	%
Very open and constructive	21	21.2
Reasonably open and constructive	50	50.5
Not very open and constructive	19	19.2
Not at all open and constructive	9	9.1
Total	99	100.0

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).

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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

ITEM	N	%
The current appraisal system in my journalism is based on:		
Objective and acceptable performance criteria and standards	15	14.0
Criteria and standards set by superiors and perceived to be objective and acceptable by them	24	22.4
Criteria and standards that are unknown to me	68	63.6
Total	107	100.0

TABLE 8
EMPLOYEES' PERCEPTIONS OF PERFORMANCE APPRAISAL AS PRACTICED

ITEM	N	%
Performance appraisal as practiced in my press organization is:		
A process aimed at performance improvement and journalist development	51	41.1
A process aimed at assessing journalists' training needs	22	17.7
A process aimed at making decisions on layoffs of journalists	23	18.5
A process aimed at controlling and disciplining journalists	32	25.8
A process aimed at improving quality and quantity of journalism messages to the UAE society	37	29.8
A process not aiming at any kind of improvement in the press performance	53	42.7

Note: N represents the number of respondents who checked the stated items.

TABLE 9
EMPLOYEES' PERCEPTION OF THE FORMAT OF PERFORMANCE APPRAISAL

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

Note: 57 respondents did not answer.

TABLE 10
EMPLOYEES' PERCEPTION OF THE CURRENT JOURNALISTS RATINGS

ITEM	N	%
Journalist ratings made under the current appraisal system:		
Consistently differentiate between high and low achievers	8	8.3
Sometimes differentiate between high and low achievers	42	43.7
Does not differentiate between high and low achievers	46	47.9
Total	96	99.9

Note: 28 subjects did not answer.

TABLE 11
EMPLOYEES' PERCEPTION OF THE FAIRNESS OF THE CURRENT APPRAISAL SYSTEM

ITEM	N	%
The journalists ratings under the current appraisal system are:		
Consistently fair	27	8.3
Sometimes fair	48	43.7
Consistently unfair	46	47.9
Total	121	99.9

Note: 3 subjects did not answer

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

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

Note: 10 subjects did not answer.

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TABLE 13
EMPLOYEES' PERCEPTIONS OF THE PROBLEMS OF THE
CURRENT APPRAISAL SYSTEM

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

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

Perceived Major Objective	N	%
To control and discipline journalists	10	33.3
To develop journalist skills, abilities and knowledge	8	26.7
To determine pay increases and promotion	2	6.7

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

Response	N	%
Performance improvement and journalist development	10	33.3
Assessing journalist training needs	4	13.3
Making decisions on journalist layoffs	5	16.7
Controlling and disciplining journalist	5	16.7
Not aiming at any kind of improvement in the press performance	15	50.0

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

Form of Performance Appraisal	N	%
An annual evaluation of every journalist	7	58.3
An exclusive evaluation report for the journalist whose performance is either poor or outstanding	5	41.7

Note: 18 respondents did not answer this item.

TABLE 17
SUPERIORS' CRITICISMS OF THEIR APPRAISAL SYSTEM

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

NOTE: Some respondents checked more than one item.

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

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

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

ITEM			N	%
Do you agree with the idea of replacing the current appraisal system with a new one?				
	YES		103	89.6
	NO		12	10.4
		Total	115	100.0
Do you agree with the idea of modifying the current appraisal system?				
	YES		104	90.4
	NO		11	9.6
		Total	115	100.0

Note: 9 respondents did not answer these two items.

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

		N	%
Replace			
	YES	24	96.0
	NO	1	4.0
Modify			
	YES	21	87.5
	NO	3	12.5

TABLE 21

SUPERIORS' OPINIONS ABOUT POTENTIAL OF
APPRAISAL SYSTEM UNDER CURRENT REGULATIONS

Areas	Not at all		To a little extent		To a moderate extent		To a great extent	
	N	%	N	%	N	%	N	%
Accurately reflecting Individual's performance	4	8.2	14	63.6	2	9.1	2	9.1
Distinguishes between various levels of performance	4	18.2	5	22.7	11	50.0	2	9.1
Recognizes individual's contributions to efficiency and economy of civil service	5	22.7	7	31.8	9	40.9	1	4.5
Is simple to administer	6	27.3	7	31.8	7	31.8	2	9.1
Can be fairly and uniformly administered	8	36.4	6	27.3	6	27.3	2	9.1

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, nontheless, higher than that of non-participants.

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TABLE 22
DIFFERENCES BETWEEN EMPLOYEES WITH RESPECT TO
SATISFACTION WITH SUPERIOR

GROUP	N	MEAN	S.E.	DF	T-VALUE	PROB.
Participants	92	3.87	0.089			
				114	1.791	0.078
Non-participants	24	3.50	0.248			

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

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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)

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

    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.

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<u>Hypothesis 3</u> 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

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rating (78.6%).

TABLE 24
EMPLOYEES' SATISFACTION WITH CURRENT PRESS PRACTICES

ITEM	SATISFIED N	%	DISSATISFIED 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 25
EMPLOYEES' SATISFACTION WITH CURRENT ASPECTS OF JOB

ITEM	SATISFIED N	%	DISSATISFIED N	%
How satisfied are you right now with each of the following aspects of your job?				
Amount of pay	79	66.4	40	33.6
Opportunity for advancement	55	48.7	58	51.3
Opportunity for rewards	38	33.9	74	66.1

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

TABLE 26
EMPLOYEES' SATISFACTION WITH LAST PERFORMANCE RATING

ITEM	N	%
Overall, how satisfied were you with your last annual performance rating?		
Very to somewhat satisfied	25	22.7
Somewhat to very satisfied	85	77.3
Total	110	100.0

Note: 14 subjects did not answer.

TABLE 27
EMPLOYEES' SATISFACTION WITH CURRENT APPRAISAL SYSTEM

ITEM	N	%
I rate my satisfaction with the current appraisal system as:		
Very high	5	4.4
High	32	28.3
Average	37	32.7
Low	13	11.5
Very low	26	23.0
Total	113	99.9

Note: 11 subjects did not answer.

TABLE 28
EMPLOYEES' SATISFACTION WITH THEIR PRESS PERFORMANCE RATING

ITEM	N	%
Overall, how satisfied are you with your press performance rating?		
Very satisfied	0	0.0
Satisfied	10	8.5
Somewhat satisfied	15	12.8
Somewhat dissatisfied	30	25.6
Dissatisfied	43	36.8
Very dissatisfied	19	16.2
Total	117	99.9

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<u>Hypothesis 4</u>   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

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(Tables 33 and 34).

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

ITEM	N	%
How helpful was your last performance rating in allowing you to know what your promotion opportunities are?		
Very helpful	23	28.0
Moderately helpful	28	29.3
Slightly helpful	17	20.7
Not helpful	18	22.0
Total	86	100.0

Note: 38 subjects did not answer this item.

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TABLE 30
EMPLOYEES' UNDERSTANDING OF THE OBJECTIVES OF THE CURRENT APPRAISAL SYSTEM

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

Note: some subjects checked more than one item and many subjects did not check any item at all.

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TABLE 31
RELATIONSHIP BETWEEN EMPLOYEES' PARTICIPATION AND
THEIR PERCEPTIONS OF RELATIONS WITH SUPERIOR

ITEM	PARTICIPANTS		NON-PARTICIPANTS	
	N	%	N	%
Effect of the current appraisal system				
Helped developed mutual understanding between superior and myself	36	43.4	8	33.3
Helped spoil relationship between superior and myself	4	4.8	4	16.7
Did not help at all	43	51.8	12	50.0
TOTAL	83	100.0	24	100.0

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

TABLE 32
EMPLOYEES' RATING OF THE CURRENT APPRAISAL SYSTEM

ITEM	N	%
In my judgment, the current appraisal system used in my journalism is:		
Excellent	26	23.9
Good	19	17.4
Average	29	26.6
Below average	31	28.4
Poor	4	3.7
Total	99	100.0

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TABLE 33
SUPERIOR-EMPLOYEE COMMUNICATION ABOUT
LAST ANNUAL PERFORMANCE RATING

ITEM		N	%
Did your superior discuss your last annual performance rating with you?			
	YES	34	48.6
	NO	36	51.4
	Total	70	100.0

Note: 54 subjects did not answer this item.

TABLE 34
EMPLOYEES' UNDERSTANDING OF LAST PERFORMANCE RATING

ITEM		N	%
How clear an understanding did your have about the kind of editorial performance which was expected of you during the last rating period?			
	Very clear	57	46.3
	Clear	52	42.3
	Unclear	10	8.1
	Very unclear	4	3.3
	Total	113	100.0

Note: 11 subjects did not answer this item.

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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 35
OPINIONS OF SUPERIORS AND EMPLOYEES ON
MODIFYING AND CHANGING THE CURRENT SYSTEM

		EMPLOYEES		SUPERIORS	
		N	%	N	%
MODIFY					
	YES	104	90.4	21	87.5
	No	11	9.6	3	12.5
CHANGE					
	YES	103	89.6	24	96.0
	NO	12	10.4	1	4.0

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

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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

	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree	
	N	%	N	%	N	%	N	%	N	%
My boss' appraisals were helpful in guiding my career development	2	8.3	13	54.2	2	8.3	5	20.8	2	8.3
Current system is no help in my efforts to develop subordinates' full capabilities	3	13.0	6	26.1	6	26.1	5	21.7	3	13.0
Current system leaves me uncertain about where I stand	0	0.0	7	31.8	11	50.0	1	4.5	3	13.6
current system helps me to communicate to subordinates exactly where I stand	4	18.2	5	22.7	7	31.8	6	27.3	0	0.0
When top management makes major decisions, they use performance appraisal records	2	10.0	0	0.0	6	30.0	10	50.0	2	10.0
In making personnel decisions, I had no access to past appraisal records	3	14.3	7	33.3	6	28.6	3	14.3	2	9.5

TABLE 37
SUPERIORS' OPINIONS ABOUT USEFULNESS OF
SPECIALIZED TRAINING IN CERTAIN AREAS

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

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

Personnel Actions	YES		NO	
	N	%	N	%
Salary quality performance increase	15	68.2	7	31.8
Promotions	18	81.8	4	18.2
Dismissals	15	71.4	6	28.6
Incentive awards	15	78.9	4	21.1
Selection for training	11	68.8	5	31.3

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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).

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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,

25).

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

<u>Purpose of the Study</u>

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.

<u>Methodology</u>

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

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.

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

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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

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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:

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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[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:[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

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[113] R. D. Brown. Performance Appraisal as a Tool for Staff Development. (Jossey-Bass Publishers, Inc., San Francisco,), 11-12.

[114] Ibid., 12-23.

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   Select a Design Team

Obtain Top Management Support   Design Team Sets Goals

Design Evaluation   Tie Organizational
Goals
Strategies and Tools   to Staff Evaluation
System

Set Job Standards   Match Evaluation System
to Organizational Climate

Write Job   Specify Purpose of
Descriptions   Evaluation System

Conduct Job Analyses
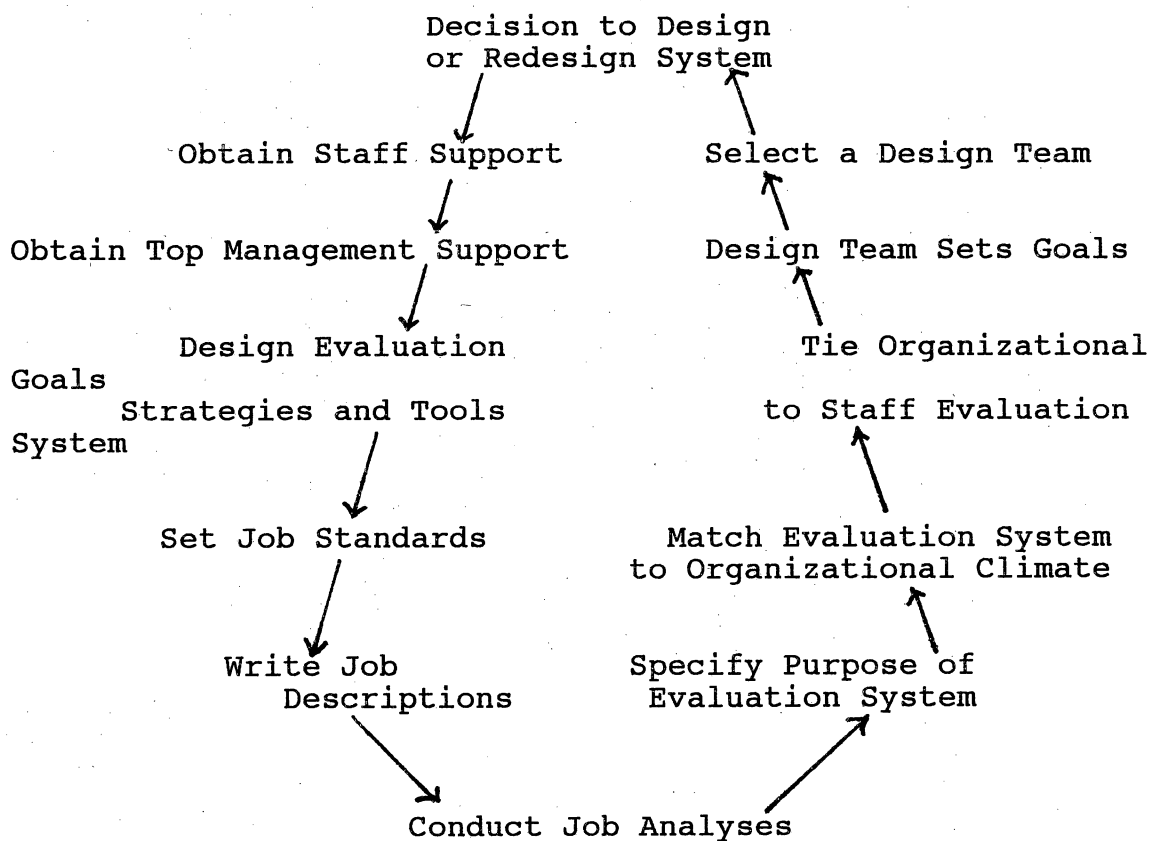
Source: R. D. Brown. <u>Performace Appraisal As a Tool For Staff Development</u>. 1988. Page 12.

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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.

3. Job standards provide guidelines for determining adequacy of performance.

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

5. Appraisal tools and procedure, are accurate, reliable and credible.

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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 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

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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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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

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)

_____

__ _____

_____ _____

_____

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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 <u>now have</u> in each of the following

processes:

	Little or no <u>importance</u>	Somewhat <u>important</u>	Impor- <u>tant</u>	Very im- <u>portant</u>
A. Assessment of performance in current position.	_____	_____	_____	_____
B. Assessment of promotion potential.	_____	_____	_____	_____
C. Improvement of journalism message for the public.	_____	_____	_____	_____
D. Counseling journalist on areas for performance improvement.	_____	_____	_____	_____
E. Motivation of journalists.	_____	_____	_____	_____

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11. (continued):

	Little or no importance	Somewhat important	Impor- tant	Very im- portant
F. Selecting of journalists for training or assignments.	_____	_____	_____	_____
G. Others (Please specify _____				

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:

	Little or no importance	Somewhat important	Impor- tant	Very im- portant
A. Assessment of performance in current position.	_____	_____	_____	_____
B. Assessment of promotion poten- tial.	_____	_____	_____	_____
C. Improvement of journalism mes- sage for the public.	_____	_____	_____	_____
D. Counseling journalist on areas for per- formance improvement.	_____	_____	_____	_____
E. Motivation of journalists.	_____	_____	_____	_____

12. (continued):

	Little or no importance	Somewhat important	Impor- tant	Very im- portant
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   SA   A   ?   D   SD
    appraisals to be very
    helpful in guiding my
    own career development
    progress.

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

15. Our performance appraisal   SA   A   ?   D   SD
    system leaves me even more
    uncertain about where I
    stand after my appraisal
    than before.

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

17. When higher levels of   SA   A   ?   D   SD
    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,   SA   A   ?   D   SD
    transfer, and other admin-
    istrative 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

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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 _____ _____ _____

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. . .

To a Great Extent	To a moderate Extent	To a little Extent	Not at all
1	2	3	4

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.

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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.)

	Yes	No
A. Salary quality performance increase	___	__
B. Promotions	___	__
C. Dismissals	___	__
D. Incentives	___	__
E. Selection for training	___	__

    F. Others (Please specify)

    _____

    _____

    _____

    G. Reason(s)

    _____

    _____

    _____

    _____

    _____

    _____

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)

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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:

	Little or no importance	Somewhat important	Impor- tant	Very Im- portant
A. Assessment of performance in current position.	___	___	___	___
B. Assessment of promotion potential.	___	___	___	___

15. (Continued)

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	Little or no importance	Somewhat important	Impor- tant	Very Im- portant
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.   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:

	Little or no importance	Somewhat important	Impor- tant	Very Im- portant
A. Assessment of performance in current position.	———	———	———	———
B. Assessment of promotion potential.	———	———	———	———

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16. (Continued)

	Little or no importance	Somewhat important	Impor- tant	Very Im- portant
C. Improvement of journalism mes- sage for the public.	_____	_____	_____	_____
D. Motivation of journalists.	_____	_____	_____	_____
E. Selecting of journalists for training or assignments.	_____	_____	_____	_____
F. Counseling jour- nalists on areas for performance improvement.	_____	_____	_____	_____

G.   Others (Please specify_____

(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):

Very Helpful	Moderately Helpful	Slightly Helpful	Not Helpful
1	2	3	4

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)

To a Great Extent	To a moderate Extent	To a little Extent	Not at all
1	2	3	4

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   1   2   3   4   5   6

B.   Incentive awards for
      superior performance   1 2   3   4   5   6

C.   Discharge   1   2   3   4   5   6

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.

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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:

Very High	High	Average	Low	Very Low
5	4	3	2	1

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:

Very High   High   Average Low   Very Low
     5   4   3   2   1

33. In my judgment the current appraisal system used in my

journalism is:

Excellent   Good   Average   Below Average   Poor
     5   4   3   2   1

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)

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بسم الله الرحمن الرحيم

عزيزي المسئول /
    في أي قطاع صحفي او اداري في مؤسسة الاتحاد للصحافة والنشر الموقر

احييك اجمل تحية واعظم تقدير ، وبعد :

    كونك احد رواد هذه المؤسسة الصحفية في الامارات ، ومن المسئولين
الغيورين على تحقيق اهداف هذه المؤسسة الاعلامية فانني مسبقا اتوجه بجزيل
شكري وعظيم امتناني لشخصك الكريم على مساعدتك لي بتخصيص دقائق من وقتك
الثمين للاجابة على اسئلة هذا الاستبيان العلمي، والمتعلق بموضوع رسالة تخرجي
العلمية للماجستير من جامعة San Bernadino , California State University
بولاية كاليفورنيا الامريكية . حيث ان موضوع الرسالة هو "تقييم نظام تقييم
الاداء الصحفي والوظيفي للعاملين في صحف الامارات ، مؤسستي الاتحاد ،
والبيان كحالتي دراسة .

    وكونك احد المسئولين في اي جانب كنت من هذه المؤسسة الصحفية فان
اجابتك الصريحة الشاملة على هذه الاسئلة سوف تمكنني علميا من بحث العوامل
السلبية والايجابية في نظام تقييم العاملين في هذه المؤسسة الصحفية التي
فتح لي كبار المسئولين فيها مشكورين قلوبهم قبل فتح ابواب المؤسسة
للوصول   اليك   عبر   هذا   الاستبيان   العلمي .

    لذلك أرجو منك اولا قراءة كل الاسئلة في هذا الاستبيان قراءة متأنية
بلااجابة ، ثم قراءتها مرة أخرى والاجابة عليها كلها بلااستثناء وبصراحة تامة
معبرة عن الواقع الحقيقي لكل سؤال .

    وهنا احب ان اطمئنك بأن اجاباتك ستكون سرية ومحفوظة بشكل تام ، كما ان
هذا الاستبيان لايحتاج لذكر اسمك او جنسيتك عليه .

    مرة أخرى اشكرك على مساعدتك وتعاونك المخلص معي لتحقيق هذا الانجاز
العلمي في مجال ادارة المؤسسات الاعلامية .

والسلام عليكم ورحمة الله وبركاته

زميلكم
ابراهيم بن طاهر
لوس انجلوس
١٩٩١/٥/١٧م

- ملاحظة : رجاءا خاصا الاجابة في اسرع وقت ممكن .

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<u>استبيان لاصحاب المراكز الادارية العليا في المؤسسة الصحفية</u>

رجاء: يـوزع هذا الاستبيـان على رؤسـاء ومـدراء التحرير والمدراء الاداريين
ورؤسـاء الاقسـام ومـدراء المـكـاتب الصحفية والاداريه بالاضافة للمشرفين
على الاقسام ايضا.

١- منذ متى وانت تعمل في هذه المؤسسة الصحفية؟

ا- ـــــ ـــــ اقل من ستة اشهر
ب- ـــــ ـــــ من ستة اشهر الى خمس سنوات
جـ- ـــــ ـــــ ست سنوات او اكثر

٢- ماهو تصنيفك الوظيفي في هذه المؤسسة الصحفية التي تعمل بها؟

ا- ـــــ ـــــ المدير العام ورئيس التحرير ـــــــــ
ب- ـــــ ـــــ نائب المدير العام لشئون ـــــــــ
جـ- ـــــ ـــــ مدير التحرير
د- ـــــ ـــــ رئيس قسم صحفي (تحريري ، اخراجي ، بحثي ، خارجي ، ....)
هـ- ـــــ ـــــ رئيس قسم فني (تصوير ، مطبعة ، ...... ،.....)
و- ـــــ ـــــ مدير قطاع الادارة بكل فروعها في المؤسسة.
ز- ـــــ ـــــ مدير او رئيس قسم اداري او خدمات (الموظفين ، الماليه ، الاعلان،
المطابع ، المعلومات ، التدريب ، ....)
ط- ـــــ ـــــ مدير مكتب في احدى الامارات.
ي- ـــــ ـــــ رئيس قسم في احد المكاتب في احدى الامارات.
خـ- ـــــ ـــــ اي مركز قيادي او اشرافي اخر (اذكره من فضلك) ـــــــــــ
ـــ

٣- اذكر القسم الصحفي او الاداري الذي تعمل فيه؟ ـــــــــــــــــــــ
ـــ

٤- رجاء اذكر الدرجة الوظيفية المعين عليها (مثلا ٢/٢ ، ٣/١ ....) ـــــ ـــــ
ـــ

٥- هل يـوجد نظام لتقييم الاداء السنوي للصحفين والعاملين في هذه المؤسسة
الصحفية ؟
ا- ـــــ ـــــ نعم
ب- ـــــ ـــــ لا

٦- هل يـوجد نظام لتقييم الاداء الشهري او الدوري للصحفين والعاملين في هذه
المؤسسة الصحفية؟
ا- ـــــ ـــــ نعم
ب- ـــــ ـــــ لا

٧- ماهو نوع نظام التقييم المتبع في مؤسستكم الصحفيه ؟

ا- ـــــ ـــــ نموذج عام يوزع على كل القوى العاملة في الصحيفة.
ب- ـــــ ـــــ نموذج سري نقوم نحن بتعبئته بطرقنا الخاصة.
جـ- ـــــ ـــــ لدينا طرقنا الخاصة لتقييم اداء الصحفيين والعاملين في
المؤسسة.

في اجابتك على العبارات التالية (الاسئلة من ٨ - ١٠) ضع علامة (X) على اكبر عدد من العبارات التى تتوافق مع الواقع فى مؤسستك الصحفيه.

٨- تقييم الاداء الصحفي والوظيفي كما هو مطبق فى المؤسسة الصحفيه التي اعمل بها يكون القصد منه؟

ا- ــــ تطوير الاداء الاعلامي للصحفيه وتنمية مهارات الصحفيين.
ب- ــــ تحديد ومعرفة الحاجات التدريبية للصحفيين من اجل صقل مهاراتهم وخبراتهم.
جـ- ــــ مناعة اتخاذ القرار الذي يتعلق بعملية الاستغناءات عن بعض الصحفيين.
د- ــــ ضبط الصحفيين وتنظيم تصرفاتهم.
هـ- ــــ لاتوجد عملية تقييم منظمه على الاطلاق لكل ماذكر سابقا.

٩- الهدف (او الاهداف) الرئيسية لنظام تقييم الاداء الوظيفي الحالي في المؤسسة يكون:

ا- ــــ لتمكين الادارة الصحفية من السيطرة وضبط الصحفيين.
ب- ــــ لتمكين الادارة من تنمية مهارات الصحفيين وقدراتهم ومعارفهم من اجل تطوير اداءهم الوظيفي.
جـ- ــــ لتمكين الادارة من تحديد ومعرفة زيادة الرواتب والترقيات.
د- ــــ اذا يوجد عامل اخر (اذكره من فضلك) ــــــــــــــــــ

١٠- تقييم الاداء الوظيفي في صحفيتي التي اعمل بها ياخد شكلا من اثنين:
ا- ــــ تقييم سنوي لكل صحفي وموظف في المؤسسة.
ب- ــــ تقرير تقييمي سنوي مقصور على اولئك الصحفيين الذين يكون اداؤهم رائعا او ضعيفا فقط.

١١- تقييم الاداء الوظيفي للعاملين في الصحافة يمكنه ان يلعب ادوارا كثيرة في عالم الصحافة اليوم. وضح درجة الاهمية التى تستشعرها بالنسبة لعمليات تقييم الاداء الوظيفي الموجود حاليا والمرتبط بكل حالة مما ياتي:

مهم جدا	مهم	نوعا ما مهم	الاهمية قليلة او لاتوجد
ــــ	ــــ	ــــ	ــــ	ا- لتحديد الاداء الوظيفي في المركز الحالي للموظف
ــــ	ــــ	ــــ	ــــ	ب- لتحديد امكانية الترقيه
ــــ	ــــ	ــــ	ــــ	جـ- لتحسين الرسالة الاعلامية للجمهور
ــــ	ــــ	ــــ	ــــ	د- لاستشارة الصحفيين في المجالات التي يتوجب فيها تحسين الاداء
ــــ	ــــ	ــــ	ــــ	هـ- لتحفيز الصحفيين
ــــ	ــــ	ــــ	ــــ	و- لاختيار الصحفيين من اجل التدريب او المهمات
			ز- مجالات اخرى (من فضلك اذكرها)

١٢- تقييم الاداء الوظيفي في المحافة يمكن ان يلعب ادوارا كثيرة في عالم الصحافة اليوم. في هذه المرة اذكر درجة الاهمية التي انت تستشعرها بالنسبة لعمليات تقييم الاداءات الوظيفيه التي من المفروض ان توجد والمرتبطة بالمجالات التالية :

مهمة جدا		مهمة	الاهمية قليلة لولاتوجد	

مهمة جدا		مهمة نوعاً ما	الاهمية قليلة او لاتوجد	
———	———	———	———	ا- لتحديد الاداء الوظيفي في المركز الحالي للموظف
———	———	———	———	ب- لتحديد امكانية الترقيه
———	———	———	———	جـ- لتحسين الرسالة الاعلامية للجمهور
———	———	———	———	د- لاستشارة الصحفيين في المجالات التي يتوجب فيها تحسين الاداء
———	———	———	———	هـ- لتحفيز الصحفيين
———	———	———	———	و- لاختيار الصحفيين من اجل التدريب او المهمات
————————————————				ز- مجالات اخرى (من فضلك اذكرها)

في اجابتك على العبارات الست الآتيه (١٣ - ١٨) والمتعلقة بتوضيح مدى الدرجة التي انت توافق او لاتوافق عليها حول اذا كانت العبارة تقدم وصفا دقيقا لتقييم الاداء في مؤسستك الصحفية. الرجاء الملاحظة ان بعض العبارات لها علاقة بخبرتك في تقييم اداء موظفيك ، وعبارات اخرى تتصل بخبرتك كونك تقييم نفسك بنفسك. حاول بكل ماتستطيع ان تعكس بدقة الشروط الحالية في مؤسسيك الصحفية معتمدا على خبراتك: (ضع دائرة على الذي تراه مناسب)

تفسير الرموز المستخدمة :
ب م = بشدة موافق
م = موافق
غ م = لست موافق ولاغير موافق
غ م = غير موافق
غ ب م = غير موافق بشدة

غ م ب	غ م	؟	م	ب م	١٣- انا وجدت ان التقييم الذي وضعه المسئول عني مفيد جدا في عملية توجيه حياتي المهنية نحو الافضل .
غ م ب	غ م	؟	م	ب م	١٤- نظام تقييم العمل الموجود في هذه المؤسسة غير مفيد بالنسبة لجهودي نحو تطوير لقدرات الافراد العاملين عندي.
غ م ب	غ م	؟	م	ب م	١٥- نظام تقييم العمل لدينا يخلق عندي عدم ثقه بعد عملية التقييم اكثر من ذي قبل .

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١٦- نظام تقييم العمل الذي نحن   ب   م   ؟   غ م   غ م ب
نستخدمه مفيد جدا في مساعدتي
للاتصال بوضوح مع الموظفين
وخاصا في مركزي الحالي.

١٧- عندما الادارات الاعلى مستوى في   ب   م   ؟   غ م   غ م ب
هذه المؤسسة الصحفية تريد ان
تتخذ قرارات جوهرية حول المناصب
الادارية ، فان هذه الادارات
تستخدم سجلات تقييم الاداء
الوظيفي كمرجع لها في عملية
اتخاذ القرار.

١٨- في عملية اتخاذ القرارات التي   ب   م   ؟   غ م   غ م ب
تتعلق بالاجور ، الترقيات ،
والتنقلات للصحفيين ، وقرارات
الهيئة الادارية التي تحت ،
اداراتي فانني اكون غير قادر
للحصول على سجلات تقييم الاداء
الوظيفي السابقة والتي من الممكن
ان تساعدني على اتخاذ قرارات جيدة.

١٩- هل توافق مع فكرة تعديل نظام تقييم العمل الحالي او بقاءه كما هو؟
ا- ـــــ اوافق
ب- ـــــ لااوافق

٢٠- هل توافق مع فكرة استبدال نظام تقييم العمل الحالي بنظام جديد في
مؤسستك الصحفية؟
ا- ـــــ اوافق
ب- ـــــ لااوافق

٢١- هل سبق وان حصلت على تدريب متخصص من قبل هذه الصحيفة في اي من المجالات
التاليه؟ (ضع دائرة بجانب كل مجال مدون من ا - جـ ثم ضع علامة (X) فيما
تراه حقيقة من اجابات لكل مجال)

المجالات	نعم انه كان مفيدا	نعم لكنه لم يكن مفيدا	لا لم احصل على اي تدريب
ا- لاعداد تقيم ، الاداء الوظيفي.	ـــــ	ـــــ	ـــــ
ب- لاستخدام نماذج التقويم الصحفي.	ـــــ	ـــــ	ـــــ
جـ- لتقويم النصيحة والمشورة للعاملين في حقل المحافظة حول مستوى ادائهم.	ـــــ	ـــــ	ـــــ

٢٢- اذا كان نظام التقييم الحالي عليه <u>انتقادات كثيرة</u> ، فهل انت ترجع سبب ذلك الي: (رجاء ضع علامة (X) على اكبر عدد من الاسباب التالية والتي تراها تتفق مع الحقيقة)

ا- ____ الافتقار الى التفاهم والمشاورة على الاهداف والوسائل في نظام التقييم الحالي.

ب- ____ نقص التدريب لاولئك الذين يقيمون العاملين في قطاعي التحرير والادارة.

جـ- ____ المراعات والخلافات الشخصية.

د- ____ الفشل في جعل نظام التقييم بناءا.

هـ- ____ الفشل في متابعة نتائج التقييم بالقرارات الصحيحة.

و- ____ اسباب اخرى (رجاء اذكرها) _____

_____

_____

٢٣- <u>لاي درجة</u> تشعر انت ان قانون مؤسستك الصحفية ونظامها <u>يسمحان لك بوضع</u> نظام لتقييم الاداء الوظيفي يتمتع بالخصائص التالية :

ليس لاية درجة على الاطلاق	بدرجة قليلة	بدرجة متوسطة	بدرجة كبيرة جدا
ا- يعكس بدقة اداء الافراد			
	____	____	____	____
ب- يميز بين مختلف مستويات الاداء			
	____	____	____	____
جـ- يميز مساهمات الفرد طبقا لنوعية وكفاءة الرسالة الاعلامية			
	____	____	____	____
د- سهل التنفيذ والاشراف عليه			
	____	____	____	____
هـ- ممكن يكون عادلا وينفذ بطريقة غير رسمية ولا معقدة .			
	____	____	____	____

٢٤- هل ترى ان المطلوب بالنسبة لك هو مجرد تفويض او تكليف من مجلس الادارة او الادارة العليا في المؤسسة لتتمكن من ربط تقويم الاداءات الوظيفية بشكل رسمي بالقرارات والحركات الوظيفية للعاملين على النحو التالي: ثم اوضح السبب/الاسباب لاجابتك سواء كانت <u>بنعم</u> او لا ؟

لا	نعم	
____	____	ا- زيادة رواتب الاداء الوظيفي المتميز
____	____	ب- الترقيات
____	____	جـ- فصل الموظفين والاستغناء عنهم
____	____	د- المكافات التحفيزية
____	____	هـ- في عملية الاختيار للتدريب
____	____	و- في عمليات وظيفية اخرى (اذكرها من فضلك ثم عقب عليها بالايجاب او النفي

_____

_____

ز- السبب او الاسباب التي تراها لكل ما اجبت عنه اعلاه ايجابا او نفيا ،
ويمكنك التوسع في الكتابة خلف هذه الورقة :

ا - ـــ
ـــ

ب- ـــ
ـــ

جـ- ـــ
ـــ

د - ـــ
ـــ

و - ـــ
ـــ

٢٥- هل لديك اي اقتراحات من اجل تحسين وتطوير تطبيقات نظام التقويم الموجود
حاليا في مؤسستك الصحفية ؟ اذكرها من فضلك.

ـــ
ـــ
ـــ
ـــ
ـــ
ـــ
ـــ
ـــ
ـــ

مع جزيل الشكر وخالص الاحترام

APPENDIX D

EMPLOYEES AND JOURNALISTS QUESTIONNAIRE (ARABIC VERSION)

بسم الله الرحمن الرحيم

عزيزي الصحفي/الصحفية/الاداري/الادارية
في مؤسسة الاتحاد للصحافة والنشر المحترم

تحية تقدير واحترام ، وبعد:

بادىء ذي بدء اتوجه بجزيل شكري وعظيم امتناني لشخصك الكريم على مساعدتك لي بتخصيص دقائق من وقتك الثمين للاجابة على اسئلة هذا الاستبيان العلمي ، والمتعلق بموضوع رسالة تخرجي العلمية للماجستير من جامعة California State University , San Bernardino في ولاية كاليفورنيا الامريكية . حيث ان موضوع الرسالة هو "تقييم نظام تقييم الاداء الصحفي والوظيفي للعاملين في صحف الامارات ، مؤسستي الاتحاد، والبيان كحالتي دراسة ".

وبلا ادنى شك فان اجابتك الصريحة الشاملة على اسئلة هذا الاستبيان سوف تمكنني علميا من معرفة العوامل السلبية والايجابية في نظام تقييمك الحالي المعمول به في مؤسستك الصحفية هذه ، والتي فتح لي المسئولون فيها مشكورين قلوبهم قبل فتح ابواب المؤسسة للوصول اليك عبر هذا الاستبيان العلمي الذي يهدف حقيقة الى بحث نظام تقييم العمل الحالي من جميع جوانبه التي تتعلق بك شخصيا ، ثم الادارة والمؤسسة بمطبوعاتها الصحفية المختلفه ، وكيف ينال العاملين في حقل الصحافة اهتمامات ادارتهم من اجل الوصول الى تحقيق الاهداف الرئيسية للمؤسسة .

ومن اجل ذلك ارجو منك اولا قراءة كل الاسئلة في هذا الاستبيان قراءة متأنية بلااجابة ، وثانيا قراءتها والايجابة عليها كلها بلااستثناء وبصراحة تامة معبرة عن الواقع الحقيقي لكل سؤال .

وهنا اود ان اطمئنك بأن اجاباتك ستكون سرية ومحفوظة بشكل تام ، كما ان هذا الاستبيان لايحتاج لذكر اسمك او جنسيتك عليه .

مرة اخرى اشكرك على مساعدتك وتعاونك المخلص معي لتحقيق هذا الانجاز العلمي في مجال ادارة المؤسسات الاعلامية .

والسلام عليكم ورحمة الله وبركاته

الزميل
ابراهيم بن طاهر
لوس انجلوس
١٩٩١/٥/١٧م

- ملاحظة : رجاءا ثم رجاء الايجابة في اسرع وقت ممكن.

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<u>استبيان للصحفيين والموظفين</u>

رجاء: يوزع هذا الاستبيان على جميع الصحفيين والاداريين العاملين في مطبوعات وادارات ومكاتب المؤسسة.

١- ماهي المدة التي قضيتها في العمل في هذه المؤسسة الصحفية؟

    ا- ـــــ اقل من ستة اشهر
    ب- ـــــ ستة اشهر الى خمس سنوات
    جـ- ـــــ ست سنوات فاكثر

٢- في اي صحيفة او مجلة او قسم تعمل حاليا في هذه المؤسسة؟

    ا- ـــــ في قطاع التحرير. قسم (اذكره من فضلك) ـــــــــــــــــ
    ب- ـــــ في قطاع الادارة. قسم (اذكره من فضلك) ـــــــــــــــــ

٣- ماهو تصنيفك الوظيفي في هذه المؤسسة الصحفية؟

    ا- ـــــ صحفي (مراجع ، محرر ، مخرج ، مصور ، مستقبل ، ......)
    ب- ـــــ اداري يخدم القطاع الصحفي (موظف اداري ، مندوب اعلان ، محاسب ، فني مطبعة ، موظف توزيع ، ....)

٤- رجاء اذكر <u>الدرجة</u> الوظيفية التي تعمل عليها حاليا (مثلا ٣/٣، ٣/٢...الخ)

درجتي الوظيفية المعين عليها حاليا هى ـــــــــــــــــــــــــــــ

٥- هل سبق لك وان ساهمت مع مسؤولك المباشر في وضع تصور لما هو متوقع منك من اداء في مجال عملك خلال <u>سنوات عملك</u> الماضية؟

    ا- ـــــ نعم
    ب- ـــــ لا

٦- هل يوجد في المؤسسة نظام لتقييم الاداء <u>السنوي او الدوري</u> للعاملين فيها؟

    ا- ـــــ نعم
    ب- ـــــ لا

٧- اذا كان الجواب بنعم على السؤال رقم (٦) فهل ناقش مسؤولك المباشر معك اداءك الوظيفي للعام الماضي؟

    ا- ـــــ نعم
    ب- ـــــ لا

٨- هل يوجد في المؤسسة نظام لتقييم الاداء الشهري للعاملين في حقل الصحافة؟

ا- ـــــ نعم
ب- ـــــ لا

٩- اذا كان الجواب بنعم ، هل ناقش مسؤولك المباشر معك معدل ادائك الشهري خلال الشهر الماضي او الذي قبله؟

ا- ـــــ نعم
ب- ـــــ لا

١٠- هل توجد نماذج معينة للتقييم يجب تعبئتها من قبلك شهريا او سنويا او دوريا؟

ا- ـــــ نعم
ب- ـــــ لا

١١- بغض النظر عما اذا كنت قد ساهمت او لم تساهم فيما هو مطلوب ومتوقع منك من اداء ، ترى متى استوعبت والممت بمتطلبات وواجبات العمل التي تسأل وتحاسب؟

ا- ـــــ عندما بدأت او قبيل البدء في فترة الاختبار (الفترة المتعارف عليها للاختبار في اول فترة من العمل)
ب- ـــــ اثناء فترة الاختبار.
جـ- ـــــ بعد ان انتهت فترة الاختبار.
د- ـــــ لم ازود بالواجبات المطلوبة مني شهريا ولاسنويا على الاطلاق ولكنني اؤدي عملي على اكمل وجه.

١٢- ماهي درجة وضوح فهمك الذي استوعبته من الادارة فيما يتعلق بنوع الاداء المطلوب منك وكميته خلال فترات عملك الماضيه؟

ا- ـــــ واضح جدا
ب- ـــــ واضح
جـ- ـــــ غير واضح
د- ـــــ غير واضح جدا

١٣- هل عرفت كيف يقيم اداؤك الوظيفي؟ بأي طريقة من الطرق التالية :

ا- ـــــ بواسطة المقابلة وتعبئة نموذج معد لذلك.
ب- ـــــ بواسطة المقابلة فقط.
جـ- ـــــ بواسطة تعبئة نماذج للتقييم فقط.
د- ـــــ بواسطة الادارة التي لديها طريقتها السرية الخاصة بها لتقييم الموظفين.
هـ- ـــــ لايوجد لدينا في هذه المؤسسة الصحفية اي نظام متعارف عليه لتقييم الاداء الوظيفي للعاملين.

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١٤- عادة ، عندما يحين موعد تقييمك من قبل مسؤوليك ، هل تحب ان تصف هذا التقويم بأنه كان:

ا- ــــــ مقبول جدا وبناء.
ب- ــــــ معقول وبناء.
جـ- ــــــ ليس مقبول ولابناء.
د- ــــــ على الاطلاق لم يكن مقبول ولابناء.

١٥- تقييم الاداء الوظيفي للعاملين في المحافة ، يمكنه ان يلعب ادوارا كثيرة في عالم المحافة اليوم ، اوضح **درجة الاهمية** التي تلمسها بالنسبة لعمليات تقييم الاداءات الوظيفية **الموجود الآن** في هذه المؤسسة الصحفية ومدى تلك الاهمية بالنسبة لكل قرار وظيفي مما يأتي:

مهم جدا	مهم	نوعا ما مهم	الاهمية قليلة او لاتوجد
ــــ	ــــ	ــــ	ــــ

ا- لتحديد الاداء الوظيفي في المركز الحالي للموظف

ب- لتحديد امكانية الترقية للموظف

جـ- لتحسين وتطوير الرسالة الاعلامية الموجه للجمهور عموما

د- لاستشارة الصحفيين في **المجالات** التي يتوجب فيها تحسين الاداء

هـ- لتحفيز الصحفيين والعاملين

و- لاختبار الصحفيين والموظفين للتدريب والمهمات الاخرى

ز- مجالات اخرى (رجاءا اذكرها مع درجة الاهمية)
ـــ
ـــ
ـــ

في اجابتك على الاسئلة التالية من (١٧ - ٢٠) رجاءا ضع العلامات على اكبر قدر تراه مطابق للواقع العملي للتقييم في قسمك او ادارتك التي تعمل بها:

١٧- تقييم الاداء الوظيفي كما هو مطبق في هذه المؤسسة القصد منه هو:

ا- ــــــ تحسين الاداء الاعلامي للصحفية ، وتنمية وتطوير المهارات الصحفية والادارية للعاملين في المؤسسة.
ب- ــــــ تحديد الحاجات والمتطلبات التدريبية للصحفيين والموظفين.
جـ- ــــــ صناعة اتخاذ القرارات بشأن عملية الاستغناء عن بعض العاملين في المؤسسة.
د- ــــــ ضبط الصحفيين وتنظيم عملهم نحو الافضل.
هـ- ــــــ التقييم ليس هدفه شيء مما ذكر سابقا/ او لايوجد تقييم منظم لتلك المجالات الوظيفية.

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١٨- الهدف او الاهداف الرئيسية لنظام تقييم الاداء الوظيفي الحالي في المؤسسة يكون:

ا- ____ لتمكين الادارة المحفية من السيطرة وضبط المحفيين والعاملين.
ب- ____ لتتمكن الادارة من صقل المهارات لدى العاملين في حقل الصحافة وتنمية قدراتهم ومعارفهم بهدف تطوير ادائهم المحفي.
جـ- ____ لتتمكن الادارة من تحديد ومعرفة زيادة الرواتب او الترقيات.
د- ____ اذا يوجد عامل اخر (اذكره من فضلك) _____

١٩- تقييم الاداء المحفي في هذه المؤسسة ياخذ شكلا من اثنين:

ا- ____ تقييم سنوي لكل صحفي وموظف في المؤسسة.
ب- ____ تقرير تقييمي سنوي مقصور على اولئك المحفيين الذين يتميز اداؤهم بالجودة او الضعف.

٢٠- نظام التقييم المتبع حاليا في هذه المؤسسة اقيم على:

ا- ____ مقاييس ومواصفات موضوعية ومقبولة للاداء الوظيفي.
ب- ____ مقاييس ومواصفات وضعها المدراء وروعي بان تكون موضوعية ومقبولة من قبلهم.
جـ- ____ المقاييس والمواصفات التي اقيم عليها نظام التقييم غير معروفة بالنسبة لي / او لاتوجد.

٢١- بين كيف كان اخر معدل لادائك المحفي او الوظيفي عاملا مساعدا سمح لك بمعرفة فرصة ترقيتك؟ (ضع دائرة على احد الارقام التالية):

مساعد جدا	مساعد متوسط	نوعا ما مساعد	غير مساعد
١	٢	٣	٤

٢٢- لاي درجة كان اخر معدل لادائك المحفي/الوظيفي قد سمح لمحيفتك وشجعها على مكافاتك نظرا لمساهمتك في انجاز وتحقيق الاهداف المحفية للمؤسسة؟ (ضع دائرة على رقم واحد فقط مما تراه مناسبا)

لدرجة كبيرة جدا	لدرجة متوسطة	لدرجة قليلة	ليس لاي درجة
١	٢	٣	٤

٢٣- اوضح نسبة رضاك الان عما تمارسه المؤسسة من قرارات فيما يتعلق بعملية اختيار المحفيين والعاملين في كل من المجالات الوظيفية التالية؟ (ضع دائرة على الرقم المعبر عن رضاك امام كل مجال مما ياتي)

غير راضي	غير راضي	راضي		راضي		الدرجات المستخدمة:
غير راضي جدا	راضي	قليلا	قليلا	راضي	جدا	
١	٢	٣	٤	٥	٦	
١	٢	٣	٤	٥	٦	ا- الترقيات
١	٢	٣	٤	٥	٦	ب- المكافات التشجعية للاداء الوظيفي المتفوق
١	٢	٣	٤	٥	٦	جـ- الاستغناء عن الموظفين

٢٤- كيف هو رضاك حتى الان عما يتعلق بالجوانب التالية لعملك انت شخصيا؟
(ضع دائرة حول الرقم الذي يتناسب مع شعورك امام كل خانة مما يأتي):

راضي جدا ٦	راضي ٥	غير راضي قليلا ٤	غير راضي ٣	غير راضي ٢	غير راضي جدا ١
٦	٥	٤	٣	٢	١

ا- من حيث الراتب
الذي تستلمه   ٦   ٥   ٤   ٣   ٢   ١

ب- الفرصة من اجل
الترقية والتقدير
في العمل   ٦   ٥   ٤   ٣   ٢   ١

جـ- الفرصة من اجل
استلام مكافأت
تشجيعية عن
اداثك المتميز
بالتفوق   ٦   ٥   ٤   ٣   ٢   ١

٢٥- بشكل عام ، كيف كان رضاك عن آخر معدل لاداثك الصحفي الوظيفي في العام الماضي؟

ا- ـــــ راضي جدا
بـ- ـــــ راضي
جـ- ـــــ راضي نوعا ما
دـ- ـــــ غير راضي
هـ- ـــــ غير راضي جدا
و- ـــــ لا اعلم شيئا عن مدى تقيمي في هذه المؤسسة .

٢٦- بشكل عام ، كيف هو معدل رضاك عن الاداء لصحيفتك فيما يتعلق بتطور
اداثها ومنافستها لمطبوعات وصحف المؤسسات الاخرى.

ا- ـــــ راضي جدا
بـ- ـــــ راضي
جـ- ـــــ راضي نوعا ما
دـ- ـــــ غير راضي نوعا ما
هـ- ـــــ غير راضي جدا

٢٧- نظام التقييم الحالي في مؤسستي الصحفية قد :

ا- ـــــ ساعد على تحسين الفهم المتبادل بيني وبين المسئولين عني.
بـ- ـــــ ساعد على افساد العلاقة بيني وبين المسئولين عني.
جـ- ـــــ انه لم يساعد على الاطلاق في اي شيء؟ او لاعلم لي بنظام يؤدي الى
شيء من ذلك.

٢٨- انا اقدر نسبة الرضا بيني وبين المسئولين عني في هذه المؤسسة كما يلي:
(ضع دائرة حول الرقم المناسب)

عالية جدا ٥	عالية ٤	متوسطة ٣	منخفضة ٢	منخفضة جدا ١

٢٩- مقاييس تقييم الصحفي الموجودة تحت نظام التقييم الحالي تكون:

ا- ـــــ ـــــ اختلافاته __متشابهه__ بين ذوي الانجازات العلمية العالية وبين ذوي الانجازات المنخفضة .

ب- ـــــ ـــــ __بعض الاحيان تفرق__ بين ذوي الانجازات العلميه العاليه وبين ذوي الانجازات المنخفضة .

جـ- ـــــ ـــــ __لا تفرق__ بين ذوي الانجازات الوظيفية العالية وبين ذوي الانجازات المنخفضه .

٣٠- مقاييس تقييم العاملين في هذه المؤسسة تحت نظام التقييم الحالي تكون:

ا- ـــــ ـــــ عادلة بشكل مناسب .

ب- ـــــ ـــــ بعض الاحيان عادلة .

جـ- ـــــ ـــــ غير عادلة بشكل مناسب .

٣١- نظام التقييم الحالي في مؤسستي قد :

ا- ـــــ ـــــ ساعد على زيادة وتعزيز تماسك مجموعة العمل داخل المؤسسة .

ب- ـــــ ـــــ ساعد على زيادة صراع المجموعات داخل المؤسسة .

جـ- ـــــ ـــــ لم يساعد على شيء مما سبق / او عدم وجود نظام معروف .

٣٢- استطيع ان اقدر __مدى رضائي__ على نظام التقييم الحالي بما يلي:
(ضع دائرة حول الرقم المناسب)

__عالي جدا__	__عالي__	__متوسط__	__منخفض__	__منخفض جدا__
٥	٤	٣	٢	١

٣٣- في __حكمي__ على نظام تقييم الاداء الوظيفي المطبق حاليا في هذه المؤسسة الصحفية يكون: (ضع دائرة حول الرقم المناسب)

__ممتاز ورائع__	__جيد__	__متوسط__	__ادنى من المتوسط__	__ضعيف__
٥	٤	٣	٢	١

٣٤- هل توافق على فكرة __تعديل__ نظام التقييم الحالي نحو الافضل؟

ا- ـــــ ـــــ نعم

ب- ـــــ ـــــ لا

٣٥- هل توافق على فكرة __استبدال وايجاد__ نظام تقييم علمي جديد؟

ا- ـــــ ـــــ نعم

ب- ـــــ ـــــ لا

٣٦- اذا كنت تنتقد نظام التقييم الحالي في مؤسستك الصحفية ، فهل ترى ان
اسباب تلك المشاكل تعود الى:
(ضع العلامه على اكثر عدد ممكن من الخانات التى تراها متماشيه مع الواقع)

ا- ـــــ ـــــ الافتقار الى الاتصال والتفاهم حول الاهداف والوسائل.
ب- ـــــ ـــــ انعدام التدريب للذين يقيمون العاملين في حقل الصحافه.
جـ- ـــــ ـــــ الخلافات والصراعات الشخصية.
د- ـــــ ـــــ الفشل في خلق نظام بناء ومفيد.
هـ- ـــــ ـــــ الفشل في متابعة نتائج التقييم بالقرارات اللازمه.
د- ـــــ ـــــ سبب آخر (اذكره من فضلك) ـــــــــــــــــــ
ـــ

٣٧- هل لديك اقتراحات او توصيات لتعديل نظام التقييم الحالي/ او وضع نظام
تقييم جديد للعاملين في مؤسستك الصحفيه؟

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APPENDIX E

DAILY PRODUCTION AND FOLLOW-UP WORKSHEET

DAILY PRODUCTION AND FOLLOW-UP WORKSHEET

Department:-------------------   Date: /   /19

Editor	Working Hours	Production		Exclusives	Missed Events	Follow-ups	Remarks (Dept Head Only)
		News	Investigations				

APPENDIX F

LOS ANGELES TIMES PERFORMANCE APPRAISAL MODEL

Los Angeles Times

MANAGERIAL/SUPERVISORY
PERFORMANCE APPRAISAL

EMPLOYEE INFORMATION   SIGNATURE

_____   _____   _____
Employee's Name   Employee   Date

_____   _____   _____
Department   Rater   Date

_____   _____   _____
Job Title   Reviewer   Date

_____   _____
Appraisal Period   Time in Current Job

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:

o   Accepted constructive criticism and strived for self-development.
o   Marketed services effectively, identified with client and customer needs.
o   Set a positive example as a representative of the department and company.
     Maintained effectiveness under pressure.
o   Developed and clarified department mission, goals and objectives. Sees and
     communicates the big picture.
o   Communicated effectively with all levels, encouraged free flow of information.
o   Used leadership skills to inspire and achieve results.
o   Gave praise and recognition; helped develop high self-esteem.
o   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

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MET JOB REQUIREMENTS/OTHER GOALS AND OBJECTIVES:

o   Demonstrated good judgment and timely response in problem solving and decision making; accepts responsibility for decisions.
o   Effectively managed ongoing operations.
o   Followed through effectively and met deadlines.
o   Regularly achieved goals.
o   Went beyond the scope of his/her own responsibility to contribute to overall L.A. Times effectiveness.
o   Other (describe)

EMPLOYEE'S INFORMATION:

RATER'S INFORMATION:

APPRAISAL: [ ] Met expectations

                    [ ] Exceeded expectations

                    [ ] Did not meet expectations

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PLANNING AND ORGANIZING:

o   Made effective use of time.
o   Planned effectively for short and long range.
o   Ensured effective use of all resources - people, money, materials.
o   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

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PERSONNEL DEVELOPMENT

o   Achieved full potential of people through coaching, training, setting consistent
     performance standards and conducting effective performance appraisals.
o   Built strong succession candidates at all levels.
o   Delegated effectively and appropriately.
o ᐧ Matched people's personal goals with company goals to achieve a self-motivating
     environment.
o   Rewarded and promoted based upon merit and solid accomplishment.
o   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

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

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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. Cite 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. _____

_____

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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.

Employee's Name _____

Job Title _____ Department ____

Time in Current Job _____ Date of Last Review _____

Date of This Review _____

INSTRUCTIONS: Rate the employee's performance as demonstrated during the rating period by placing the appropriate letter from the scale below (i e E=EXCELLENT down to N=NOT APPLICABLE) on the line in front of each item.

E = EXCELLENT: Consistently exceeded requirements and expectations
V = VERY GOOD: Met requirements and usually exceeded them
G = GOOD: Met requirements. Performance was acceptable and satisfactory.
I = IMPROVEMENT NEEDED: Did not always meet requirements, or met them only in part
U = UNACCEPTABLE: Failed to meet requirements.
N = NOT APPLICABLE to employee's present job.

KNOWLEDGE AND ABILITY
_____ Knowledge of job
_____ Range of ability (variety of tasks/assignments performed)
_____ Judgement: Applied knowledge in resolving problems
_____ Communication skills _____ oral _____ written
_____ Employee and/or customer relations skills

QUALITY OF WORK
_____ Accurate   _____ Consistent
_____ Thorough   _____ Creative
_____ Neat, orderly   _____ Overall quality

PRODUCTIVITY
_____ Speed in completing assignments   _____ Advantageous use of time
_____ Volume of work produced   _____ Rate of learning new tasks/
                                                   responsibilities

RELIABILITY
_____ Met work schedules and deadlines; followed procedures
_____ Attendance, punctuality

JOB BEHAVIOR
_____ Cooperated with supervision; accepted instructions, etc.
_____ Cooperated with fellow workers, volunteered help, etc.
_____ Demonstrated initiative, promoted efficiency, offered suggestions, sought additional responsibilities; demonstrated self-starting action.
_____ Cared for property, equipment, valuables
_____ Observed safety and other procedures

ANY OTHER FACTORS RELEVANT TO EMPLOYEE'S JOB: (list)

_____ _____

_____ _____

OVERALL APPRAISAL OF EMPLOYEE'S PERFORMANCE: (check one)

___ Excellent ___ Very Good ___ Good ___ Improvement Needed ___ Unacceptable

92 138 (1 85)

Comment in general on employee's performance; note any specific suggestions for future development and/or courses of action; include any appropriate target dates. _____

_____

_____

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_____

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: _____

_____

_____

Rater's
Signature _____ *Date* _____

Reviewer's
Signature _____ *Date* _____

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.

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