



The performance appraisal of veterinarians in different veterinary clinics in Basra governorate/Iraq

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Abstract

This study intended to evaluate the performance appraisals (PAs) of

veterinarians in Al Dear, Al Hartha, Abu Alkhasib, Shat Alarab, Safwan, Al Qurna, Al Mdainah, Imam Sadiq, Imam Qaim and Al Zubair, veterinary hospitals and clinics in Basra governorate. One hundred thirty six (136) participants were included in this test. The participants consisted of 43, 43 and 17 of old, new and resident veterinarians respectively, and 23 and 10 of fourth and third year veterinary students respectively / college of veterinary medicine / Basra University. The results of this study revealed that Abu Alkhasib veterinary clinic showed the highest percentage 66.15% in response to the questions of the survey, whereas the resident veterinary doctors' category revealed the higher percentage 64.82 in response to questions and accuracy. In addition, 4th year veterinary student revealed the higher and accurate response in compare to 3rd year. In conclusion, this study showed the importance of PA in the evaluation of career of veterinarians and its future advantages on the performance of the veterinarians.

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Introduction

At 2015, the general Iraqi veterinary directorate has planned for all Iraq to serve the livestock hygiene and implanted a vaccination strategy including: 1461604 cows and buffalos; and 4364347 sheep and goats against FMD, 3904244 sheep against sheep pox, 4364347sheep and goats against PPR, 4364347sheep and goats against Enterotoxaemia, 297492 buffalos against Black leg, 1414500 sheep and goats (3-8 months age) and 165800 cows, buffalos and calves (3-6 months) against Brucella, 1461604 cows and buffalos against Lumpy Skin Disease, 9191809 animals against internal parasite and 4571780 against external parasite. This strategy plan required multiple work teams of the professional veterinarians that own the skills and knowledge to cope with the field work and provide the best service for the stockholders. A performance appraisal refer to the

performance review or performance evaluation of the employee to evaluate and discuss their career development. It is a method by which the job performance of an employee is documented and evaluated. The performance appraisals are consisted of regular reviews of employee performance within organizations (Muchinsky, 2012). It is a systematic and periodic process that assesses an individual employee's job performance and productivity in relation to certain pre-established criteria and organizational objectives. Other aspects of individual employees are considered as well, such as organizational citizenship behavior, accomplishments, potential for future improvement, strengths and weaknesses (Manasa and Reddy, 2009).

Historically, PA has been conducted annually (long-cycle appraisals); however, many companies are moving towards shorter cycles (every six months, every quarter), and some have been moving into short-cycle (weekly, bi-weekly) PA (Cederblom, 1982). Other research mentioned that the PAs are conducted at least annually (Selden *et al.*, 2001), however, it has been acknowledged that appraisals conducted more frequently (more than once a year), may have positive implications for both the organization and employee (Schraeder *et al.*, 2007). It is suggested that regular performance feedback provided to employees may quell any unexpected and/or surprising feedback to year-end discussions. In a recent research study concerning the timeliness of PAs, one of the respondents even suggested that the performance review should be done formally and more frequently, perhaps once a month, and recorded twice a year (Sudarsan, 2009).

A central reason for the utilization of PAs is performance improvement, initially at the level of the individual employee, and ultimately at the level of the organization (DeNisi and Pritchard, 2006). There has been a general consensus in the belief that PAs lead to positive implications of organizations (Pettijohn *et al.*, 2001). Furthermore, PAs can benefit an organization's effectiveness (Spinks *et al.*, 1999). One way is PAs can often lead to giving individual workers feedback about their job performance (Schraeder *et al.*, 2007). From this may spawn several potential benefits such as the individual workers becoming more productive (Jenks, 1991). Some applications of PAs are compensation, performance improvement, promotions, termination, test validation, and more (DeNisi and Pritchard, 2006). While there are many potential benefits of PAs, there are also some potential drawbacks. For example, PA can help facilitate management-employee communication; however, PA may result in legal issues if not executed appropriately, as many employees tend to be unsatisfied with the PAs process (Muchinsky, 2012). Previous researchers explained the different methods to collect PAs data. There are three main methods as follow: objective production, personnel, and judgmental evaluation. Judgmental evaluations are the most commonly used with a large variety of evaluation methods. Judgmental evaluation appears to be a collection of methods, and could be considered as a methodology. A common approach to obtaining PAs is by means of raters. Because the raters are human, some error will always be present in the data. The most common types of error are leniency errors, central tendency errors, and errors resulting from the halo effect. The main methods used in judgmental performance appraisal are:

- Graphic Rating Scale: graphic rating scales are the most commonly used system in PA. On several different factors, subordinates are judged on how much of that factor or trait they possess. Typically, the raters use a 5 or 7 point scale; however, there are as many as 20point scales.

- Employee-Comparison Methods: rather than subordinates being judged against pre-established criteria, they are compared with one another.

Behavioral Checklists and Scales: behaviors are more definite than traits. The critical incidents method (or critical incident technique) concerns specific behaviors indicative of good or bad job performance (Muchinsky, 2012). No previous reports have been reported regarding the evaluation the performance appraisal (PA) of veterinarians in Iraq. So, this study was designed to evaluate the performance appraisals (PAs) of veterinarians in different veterinary hospital and clinics in Basra governorate.

Materials and Methods

The PAs test was prepared by the author. One hundred thirty six (136) participants were included in this test. The participants consisted of 43, 43 and 17 of old, new and resident veterinarians respectively, and 23 and 10 of fourth and third year veterinary students respectively / college of veterinary medicine / Basra University. This study was conducted in Al Dear, Al Hartha, Abu Alkhasib, Shat Alarab, Safwan, Al Qurna, Al Mdainah, Imam Sadiq, Imam Qaim , Al Zubair and the hospital headquarter in Basra governorate. The first level (easy) test of Performance evaluation was consisted of the direct questions to all five participants' categories. . Totally, there were 50 multiple choice questions presented to the participants as PowerPoint presentation. The participants allowed to answer these questions within a period of 30 seconds in the answer sheet prepared in advance. The participant's names were recorded and the test papers were collected and corrected. The questions subjects included in the test were consisted all aspects of veterinary sciences disciplines such as: Infectious disease, Animal hygiene, Internal medicine, Anatomy, Physiology, Nutrition, Surgery, Pharmacology, Parasitology, artificial insemination gynecology , Microbiology and Poultry diseases. The marks of the test papers after corrections have been analyzed in tables and charts. The percentages of true answers were classified according to vet clinics, participant's categories, as well as classified according to different veterinary disciplines.

Results and Discussion

One of the main strategic objectives of the World Organization for Animal Health (OIE) is the continual development of up-to-date standards and guidelines for the management of Veterinary Services and their components. Under this components, the OIE will continue to develop, renew and revise its standards and guidelines on the quality and evaluation of Veterinary Services (including veterinary professionals and Veterinary Statutory Bodies), veterinary certification, veterinary legislation and education, and its guidance on quality management, quality control, and management and technical requirements for laboratories conducting tests for infectious animal diseases (OIE, 2015). The performance evaluation is an important way to know the skills and knowledge of individuals who work in the veterinary hospital. The employees that work in organizations might have variations in their work objectives. Some of them have only one or two objectives, which relate directly to the work and routinely do it every day. While, others may have a broader range of work objectives. The highest percentage of

true answers was 66.15% in Abu Alkhasib veterinary clinic, while the lowest percentage was 45% in Safwan clinic (Table.1).

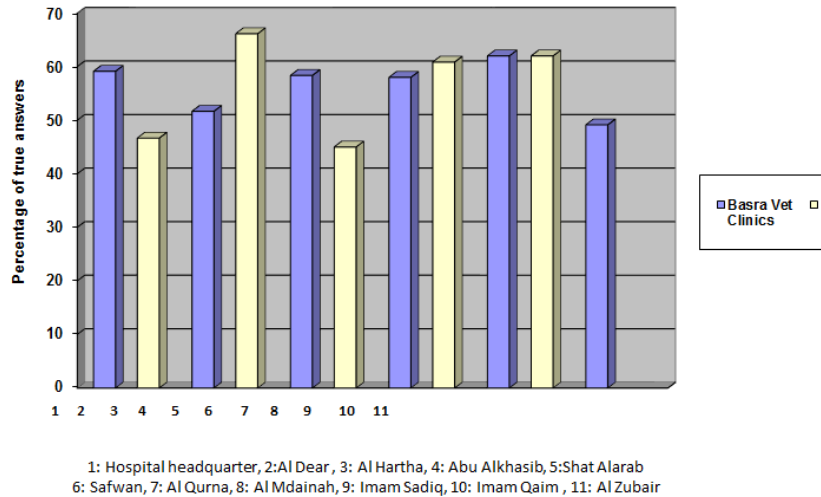


Figure. 1: The percentage of true answers of veterinarian in Basra vet clinics

The varieties in the employee objectives may allow the opportunity to become involved in new areas of work or to learn new skills. The number and nature of objectives identified will depend on the job that will be done, in addition, to the business and the aspirations. The resident's veterinarians revealed the higher PAs percentage (64.82%) than the other participant's categories (Figure.2). The recently graduation of resident's veterinarians and keeping their academic knowledge was the important factors that attributed to the higher PAs ability in this category. Moreover, this category were become more familiar in veterinary sciences and practice through their exercise in the hospital, where they came in contact with field work in animal husbandry and treatment. These practicing process enable the resident's veterinarians to gain the knowledge and skills. According to Figure. 3, the percentage of correct answers of participant's categories according to the scientific materials showed that, internal medicine, artificial insemination and gynecology was higher in the performance appraisal. The results of this study indicated to the weakness in the level of participants categories in some scientific subjects, especially nutrition, physiology, parasitology and poultry diseases, while some of the questions asked to the participants were answered by most of them (Figure 4,5 and 6). The low percentage of correct answers of some classes of participants categories referred to the lack of knowledge in the diagnosis and treatment of diseases and this result may be due to inadequate field experiences.

The findings of the current study revealed the superiority of the students in the infectious disease, internal medicine, anatomy, surgery, microbiology, artificial insemination and gynecology, while low percentages of correct answers were recorded in nutrition, pharmacology, parasitology and poultry diseases. The PAs evaluation revealed a clear idea to the deanship of the college of veterinary medicine to know the ability of their students in different veterinary disciplines and trying to improve the weakness in the educational curriculum. The fourth year students were more superior students from the third year which might be due to the progression of the knowledge in the veterinary

disciplines gained via their study and experiences. In addition, fourth year student gained a good experiences through the summer training when practiced at the veterinary hospital.

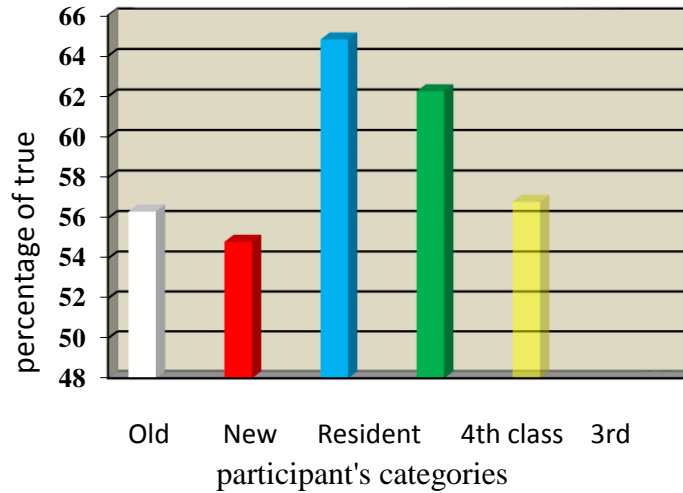


Figure 2: The percentage of correct answers according to participant's categories

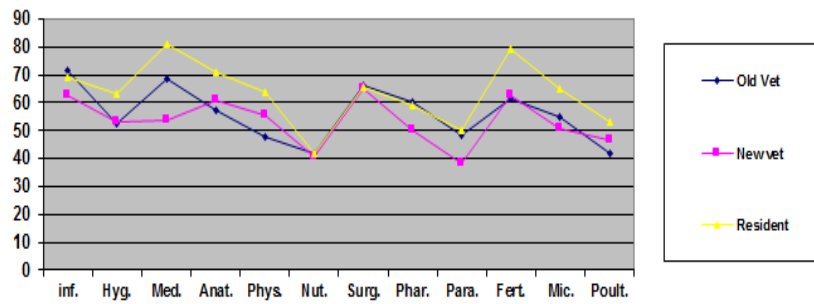


Figure 3: The percentage of correct answers of participant's categories according to the scientific materials

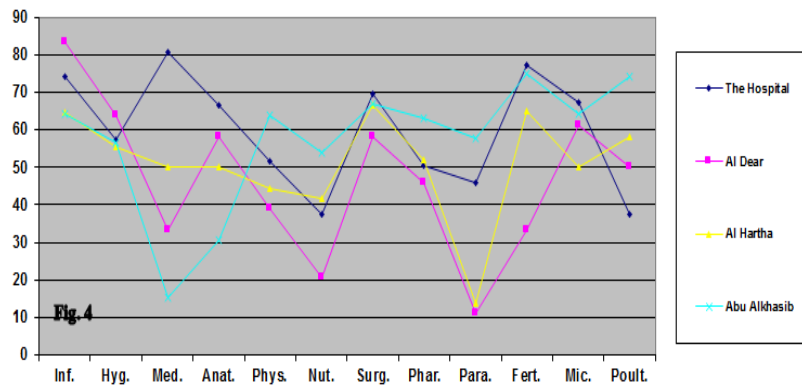


Fig. 4

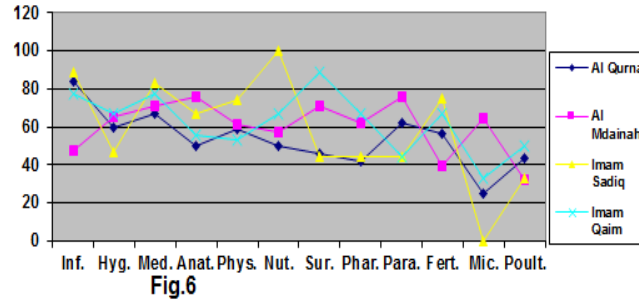


Fig.6

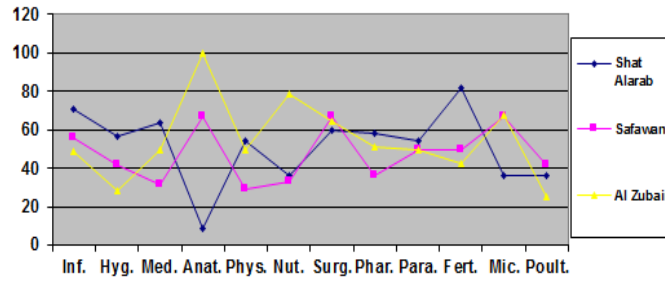


Fig.5

Figure. 4, 5 and 6: The percentages of veterinary clinics correct answers according to the scientific materials

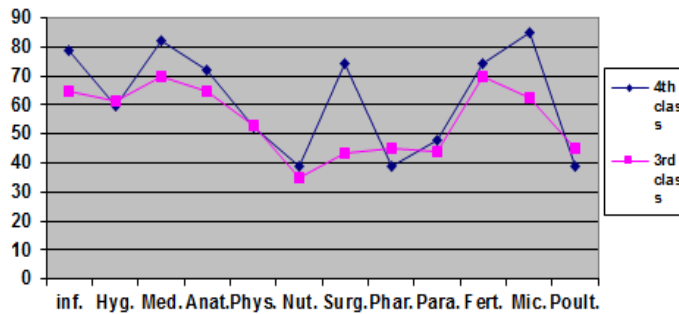


Figure. 7: The percentage of correct answers of 4th and 3rd year students according to the scientific materials

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

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