Students name:

Registration number:

Date:

# Introduction

Emirates Telecommunication Corporation popularly known as Etisalat is one if the world’s leading telecommunications giants. Etisalat is also ranked as one of the world’s most profitable telecommunications companies. Etisalat offers a very wide range of telecommunication services which include:

1. Mobile and fixed line data and voice solutions to individuals, businesses and other telecommunications companies.
2. Manufacturing of sim cards
3. Payment solutions for businesses
4. Peering
5. data and voice transit
6. Marine and land fiber cables

Etisalat was founded in 1976 and has its headquarter on Abu Dhabi in the United Arabs emirates and has managed to server the Gulf regions with utmost consistency and that is probably why the customer base has been growing day by day. Since its formation, the company has invested in building modern and reliable telecommunications infrastructure in the gulf region and therefore earned one of the top spots in telecommunications in the region (Emirates Telecommunications Corp. history, profile and corporate video)

## Performance Management

Performance management is a process through which the performance of employees is evaluated using the set Key performance indicators and objectives over an agreed period of time. Just like any other serious company, Etisalat does performance management for all employees in all departments just to keep track of how every individual member and department are performing in relation to set goals and targets. Etisalat therefore uses different methods to do performance assessment. One method they use is the productivity index. Productivity index enables the company to gauge operational performance of employees such as how many customers an employee is handling, how much revenue each employee is bringing the company and how much it costs the company to keep each employee. With such data, Etisalat management is able to make the appropriate decisions and identify which areas need improvement in order to keep the human resource as productive as possible. Etisalat uses several performance management systems which include:

1. Identifying talent
2. Compliance
3. Identifying development needs
4. Managing under performance
5. Assessing performance
6. Aligning individual and cooperate goals

This performance management system serves the interests of both the management and staff and makes work easier at Etisalat

Employee engagement is a very vital aspect of performance management that ensures that performance of each employee at Etisalat is tracked and documented for necessary action to be taken later.

## Performance Evaluation Methods at Etisalat

The company uses several performance evaluation methods in the employee engagement process

* Management by objectives

This method involves the management and the employees meeting and together identify and plan on the specific objectives that will be focused on during a set appraisal period. The engagement of the employee is crucial in this method because they can ask any questions or bring in any divergent opinions especially on whether the goals are achievable or not within the set time frames. This process is used at Etisalat and usually ends up achieving more realistic and tangible goals as opposed to one where the management will just push objectives to the juniors

* 360 Degree Feedback

This is another method used ta Etisalat that involves the collection of feedback on an employee from all the circles of the employee at work. These will include fellow workers, peers, clients and managers. This is a very fair method of evaluation because it eliminates any bias because the source of feedback is diverse and unrelated. This method is made up of self-appraisal, managerial reviews, peer reviews and customer reviews

* Continuous feedback

This is another effective methods used at Etisalat. It accounts for the daily engagement between staff and management. This is more effective compare to annual assessments which may happen once a year. The biggest advantage of continuous feedback is that an issue will noted at a very early stage and action taken accordingly

* Profitability evaluation

All businesses are out to make profits and therefore there must be a way of assessing whether the company is going to achieve its profit targets. One way is assessing the profitability of employees. A simple way of assessing is checking the salaries of employees against the revenue they bring a company. This is what Etisalat does and in cases of loss making possibilities, necessary measures are taken immediately

# Errors in performance review at Etisalat

Rater errors can be simply defined as being the manifestation of our imperfect perception of others. During rating, it is not uncommon for errors to occur. These rating errors are an indicator of our subconscious biases towards juniors and fellow staff. These subconscious biases can give one employee an advantage or disadvantage at work. (DartMouth)It is therefore of crucial importance what when preparing performance appraisal documents, raters should understand these biases and take them into consideration. These errors include:

* Halo effect – This is when the overall good or bad impression that a rater has on a specific employee leads to rating the employee based on this general impression across the board (What is the 'halo effect'?)

An example is when a manager really likes or dislikes an employee. During rating the manager goes ahead to rate the employee based on this personal impression across the board. The manager might rate the employee as good in all categories yet in reality, it is because the manager really likes this specific employee

* Central Tendency Error

This error occurs when the rater decides to avoid making any extreme ratings and this leads to rating all the employees at the center of the scale. Most managers’ fall into this error when they don’t want to have very high or very low ratings in the appraisals. (Patricia, 2020)

Example is where a rater gives an average rating for all employees in order to avoid having so much differences in the appraisal which might lead to differences among the employees

* Recency Error

This error occurs when a rater allows recent actions by an employee take the central stage during rating and thus affecting the rating instead of being long sighted during the rating. This might give the employee an advantage or disadvantage (Patricia, 2020)

Example is if an employee who has been good in previous times, gets involved in a disciplinary issue at work and during the rating, the rater overlooks the good of this staff and rates them based on the recent discipline case

## Steps to a successful Performance review meetings

1. Set clear goals

Before a performance review meetings, it I important to have set standard goals for measuring and evaluating employee performance in relation to company specific goals (Heathfield, 2021)

1. Create structure and tools

Before the review meetings, it is important to have ready all the tools that will be required for the process. Some common tools include evaluation forms, agenda, a pre meeting and post meeting reflection sheet. Once the tools are ready, it is easier to run the meeting effectively (Heathfield, 2021)

1. Clarify responsibilities

It is important to be precise and clarify the roles of the employer and employees in the evaluation process so that you get high quality meetings

1. Seek employee feedback

It is important to seek the feedback of employees before the meeting as this will greatly improve employee management. This creates a more collaborative environment rather than an intimidate environment (Heathfield, 2021)

**Causes of poor performance in Etisalat**

Despite all the efforts to have employees offer top notch performance, we still have cases of poor performance in Etisalat. Some of the reasons for this poor performance is:

1. Lack of Motivation

Some employees are poorly motivated either due to internal factors or external factors and this often leads to poor performance at work

1. Differences between managers and staff

Differences arising from conflicts between managers and staff often affect the performance of employees and quality of work at Etisalat.

1. **Lack of the required capabilities**

With changing times, scope of work at Etisalat changes and some of the staff may not have the required capabilities leading to under performance at work especially since Etisalat is a telecom company and technology rapidly changes

1. Getting too comfortable

Some Employees who have worked for long at Etisalat tend to lose the drive and get comfortable at work leading to them not delivering as before

1. Remuneration

Some employees and managers fail to perform because they feel that they are not paid well enough. The company on the other side has to balance its finances and this disagreement may lead to bad performance at work

# Reward Methods at Etisalat

1. Pay Rises

Etisalat gives pay raises and bonuses to its best performing employees to appreciate them and challenge them to work harder.

1. Acknowledging good performance

Etisalat sends appreciation emails to all staff recognizing the best performances and achievers and recognizes them among fellow employees

1. Gift Certificates

Etisalat gives gift certificates to best performers and these certificates are applicable during promotions

**Conclusion**

Etisalat therefore handles performance management professionally and that is one big reason why the company has grown so much and has very competent and good employees. As discussed, performance management ensures that the output of each employee is tracked and either rewarded or punished. This motivates the hardworking employees and warns the lazy employees. Performance management therefore works to ensure that the company also gets value for the salaries it pays its employees

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