



جامعة الإمارات العربية المتحدة
United Arab Emirates University

**The College of Graduate Studies and the College of Business and
Economics, Cordially Invites You to a**

DBA Dissertation Defense

Entitled

***An Investigation of the Performance Measurement System and the
Employees' Performance Appraisal: Case Study of Abu Dhabi Police***

by

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Date & Venue

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Abstract:

This study investigates the validity of the current performance measurement and performance appraisal systems in the Forensic Evidence Department (FED), at Abu Dhabi Police (ADP), United Arab Emirates (UAE). Performance management and measurement are part of the initiatives introduced by New Public Management; while performance appraisal (with its constituents: competencies and job description) is one of the main tools that complement the performance measurement system. Organizations in the public sector are urged to implement principles of the private sector (i.e. performance measurement and appraisal system). However, commentators recommend that organizations are urged to investigate the validity of these systems and the level of alignment between the key performance indicators at various levels (i.e. strategic, operational, and individual).

The main objectives of this study are a) investigate the level of alignment between ADP's strategic priorities and its performance measurement system (PMS) at various levels (i.e. organizational/departmental/individual), and b) examine the coherence of competencies associated with technical jobs at the FED within ADP with the performance appraisal (PA) system. This study adopts a case study approach. Furthermore, this study builds on the work of Nørreklit et al. (2006) and Spencer (1993), in which it adopts two supporting frameworks to address the research objectives. First, the

pragmatic constructivism approach (PC) (see, Nørreklit et al., 2006) is adopted to address the first objective, while the second approach is the behavioral event interview approach (BEI) (see, Spencer, 1993) in which it is adopted to address the second objective of the current study. A total number of 28 semi-structured interviews were conducted with a selected number of employees (i.e. top and middle managers, experts, assistant experts, and technicians). A rating survey was also used, in which data were collected in 2017 from 183 staff at ADP-FED.

Main findings of the first phase of the study (i.e. PC approach) show that ADP needs to adopt an actor-based approach in order to align its employees' perceptions into its PMS. Findings show a poor awareness among employees with regard to the strategic KPIs. Moreover, findings show that BSC is partially implemented and that its deployment (i.e. type I) lacks critical elements, such as incentive programs. The current PA system was criticized in terms of impracticality in accurately evaluating individuals' performances. Nevertheless, the study demonstrates that the current PA system cannot capture the performance of technical jobs.

In addition, the second phase of the study (i.e. BEI approach) identifies twenty competencies for the technical jobs of the ADP-FED, which is considered to be a major contribution of this study. Findings of this study contribute to knowledge and practice, through responding to the recent call to support scarcity of research in terms of evaluating the validity of PMS in the public sector.

Moreover, this study contributes in that it examines the level of alignment within PMS's of public organizations in emerging economies. The current study fills a gap and fulfills the scarcity of literature in the UAE context with regard to investigating the validity of implementation of New Public Management and its tools. This study also contributes to the literature on PC approach which helps in highlighting the complexity of implementing performance measurement in public organizations by analyzing employees' facts, possibilities, values, and communications dimensions.

Keywords: Public Sector, Abu Dhabi Police, Single-Case Study, Pragmatic Constructivism, Behavioral Event Interview, Performance Alignment, Performance Measurement System, Competence Model, Strategy Performance.