

**DETERMINANTS OF PERFORMANCE OF
ASSISTANT DISTRICT VALUERS
IN THE DEPARTMENT OF VALUATION
IN SRI LANKA**

**Dissertation submitted to the University of Sri Jayawardenepura as a
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ABSTRACT

Although the volume of literature on employee performance management, performance evaluation, employee motivation factors and satisfaction factors grows, apparently researchers pay scant attention on determinants of employee performance in the government sector service organizations.

As a government sector service organization the Department of Valuation faces problems on low performance of its employees who work as Assistant District Valuers (ADVs). Hence researcher paid much attention on that matter and selected as the research problem. The objectives of this research are to investigate and identify the key determinants pertaining to the performance of ADVs and establish a high performance culture in the Department of Valuation.

The determinants such as Support of Supervisors, Knowledge and Skills of Employees, Working Conditions, Feedback on Job Results, Non-financial Rewards, Efficiency of Existing Performance Rating System were identified in the process of the research, based on data collected from a pilot survey, literature and the experience of the researcher. The primary data was collected through a self questionnaire from ADVs who were selected through a systematic random sampling method and the secondary data was obtained from the records and reports of the Valuation Department.

The reliability of the data set was tested using the Cronbatch's alpha for the purpose of increasing the validity of the study. Then the analysis of correlation, ANOVA and multiple regressions were used as analytical tools to identify the key determinants. Finally tested the hypotheses to investigate the relationship between selected determinants and employee performance.

The result of the analysis shows that the determinants (a) support of supervisors, (b) working conditions significantly affected the performance of ADVs, the remaining four were not found to be of much influence on their performance. Having done the identification of the factors affect to the low performance of the ADVs, researcher proposed and recommends the proposals to increase the performance to achieve the desired galls of the Department.

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Abbreviations

ADV- Assistant District Valuer

BARS-Behaviorally Anchored Rating Scales

BSC (E.M.V)-Bachelor of Science (Estate Management and Valuation)

DV- District Valuer

FB- Feedback on job results

GRS- Graphic rating scale

HRM- Human Resource Management

IT- Information and technology

MBO- Management by objective

MBO- Management by objective

NFR- Non Financial Rewards

PA- Performance appraisal

PER- Performance appraisal rating

RICS- Royal Institute of Chartered Surveyors

KS- Knowledge and Skills

SS- Support of Supervisor

WC- Working Condition

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CHAPTER ONE

Introduction

1.1. Background to the research

Performance means how well or badly someone does something or the way a person performs. The performance of every employee in an organization is not completely good or bad. If there is a difference or gap between actual performance and what is desired by the organization, the realization of the objectives of the organization may be adversely affected. Hence the level of performance of employees in any organization is more important than the other production or service factors.

A number of researchers have established the relationship between human resource practices and employee performance. However, little evidence is available on relationships between determinants and employee performance. With the experience of about 30 years in the Department of Valuation as a Valuer, observations of the performance of employees, discussions held with the various level officers in the Department, and studying the literature, 6 determinants were identified to examine in this research i.e. (a) support of supervisors, (b) knowledge, skills of employees, (c) working conditions, (d) non financial rewards, (e) feed-back on job results and (f) efficiency of the existing performance evaluations of Assistant District Valuers (ADV's) in the Department of Valuation.

Satisfactory employee performance helps organizations to achieve their goals and objectives more efficiently and effectively. Further it would benefit the employees in terms of recognition and career development opportunities leading to improved knowledge, skills and attitudes.

Akinyele and Samuel (2007) noted that in recent times, countries of the world are becoming aware that increasing economic growth is not only due to new technology or combination of factors of production but also due to the development of its manpower resources. Further the author emphasized that the human side of an enterprise is an important component of an organization, where the enterprise can obtain the best of human capital for effective organizational performance.

Employees differ from each other based on their abilities and attitudes. There may be some differences between the quality and quantity of the same work on the same job done by two different people, but if the differences go beyond reasonable limits it may become a problem for the organization. Hence every organization needs to identify the most important determinants of employee performance. Failure to do so would result in the organizations being unable to take timely measures to achieve their desired goals and objectives.

The Department of Valuation assesses the performance of Assistant District Valuers at the end of every month. The total work force of the Department is 438, which consists of managerial and non-managerial staff. Brown and Heywood (2005) define performance appraisal as “formal appraisal of non-managerial workers at least once a year”. Assistant District Valuers are considered as non-managerial staff, who is engaged in the operational level under the direct supervision of District Valuers, who are the front line managers of the Department. Hence, in this study only the Assistant District Valuers are considered as the population. They make up the majority of the whole work force, it was 82.20% in the year 2010 of the Department of Valuation and the proper functioning of the Department depends on their performance to a large extent.

1.2. Problem statement

Even though the Department expects a higher performance standard from the Assistant District Valuers, the performance of a majority of them is at an average or below average level. The Department does not expect the level below average as shown in the table 1.1 given below.

Table 1.1 Department expectations

Appraisal Rating	Marks	Levels
Excellent	17.5 or more	Expected levels
Above average	12.50 to 17.50	Expected levels
Average	10.00 to 12.50	Unexpected levels
Unsatisfactory	Below 10.00	Unexpected level

Source: Departmental order 248

1.2.1 Performance Appraisal criteria and standards

The above rating standards are based on the criterion introduced by the Department in circular No.282 (2006), which is based on the type of job done by Assistant District Valuers during the period of appraisal.

Table 1.2 Criteria of point allocation

Type of work	Points	
	File	Unit
Condition Reports	0.25	0.10
Land Acquisition- General	3.00	0.50
Urban Development Authority	3.50	0.75
National Development Authority	3.50	0.75
Land Estimates	2.00	0.15
Land Miscellaneous	2.00	0.15
Stamp Duty	2.00	0.15
Bribery cases	4.00	0.00
Rental Private	1.00	0.05
Re assessment	-	0.10
Building application	-	0.15
Rating objections	-	0.05
Rating-Preliminary survey	-	0.03
New card system	-	0.015
Final Survey	-	0.006
Special Properties	-	0.75
Rent board meetings(per sitting)	-	0.30
Land Acquisition Board of Review	-	.60 per day
Preparation of files	3.00	.6- per day
Attendance on appeals(per day)	-	0.50
Section 9 inquiries(per day)	-	0.50
Any other special work(per day)	-	0.60

Source: Departmental orders, Valuation Department

The criteria shown in the table 1.2 is applied by the regional offices to measure the performance of ADVs under the supervision of performance evaluation branch in the Head office.

Example: If an Assistant District Valuer has done three land acquisition files, which include Six lands and attended four rent board meetings during a month, his eligibility of earning marks will be as follows;

Land acquisitions-	Files	3 x 3.0 =	9.00
	Units	6 x.05 =	3.00
Rent board-	Meetings	4 x.30 =	<u>1.20</u>
Total marks			<u>13.20</u> (Category = above average level)

1.2.3 Actual performance obtained by the ADVs

The Table 1.3 shows the number of Assistant District Valuers attached to the Regional and District offices and actual performance standards achieved by them in the year 2010.

Table 1.3 Actual Performance Levels of Employees

Name of the Region	Below 10	%	10 to 12.5	%	12.5 to 17.50	%	17.5 or More	%	Total
Colombo Metro	11	30%	12	32%	9	24%	5	14%	37
Colombo Western	20	53%	14	37%	3	24%	1	3%	38
Western North	8	23%	11	31%	13	26%	3	9%	35
Western South	0	0%	18	78%	5	39%	0	0%	23
Southern	12	29%	17	40%	10	21%	3	7%	42
Central	3	8%	10	27%	19	24%	5	14%	37
North-Western	7	24%	8	28%	8	31%	6	21%	29
Sabaragamuwa	1	6%	5	31%	9	56%	1	6%	16
North-Central	2	14%	4	29%	4	64%	4	29%	14
Uva & East	6	23%	6	23%	10	35%	4	15%	26
I/T unit	0	0%	0	0%	10	82%	1	9%	11
Jaffna	2	29%	2	29%	2	29%	1	14%	7
Total	72	23%	107	34%	102	32%	34	12%	314

Source: Valuation Department, 2010 monthly reports

In Colombo Metro region 30% of the employees were at an unsatisfactory level and in Colombo western region it was 53%. The percentage in Southern and Jaffna sub