



# THE EXPERIENCE OF PERFORMANCE APPRAISAL FOR ETHNIC MINORITY EMPLOYEES IN UK ORGANISATIONS

PRESENTED BY

MAHENDRA KUMAR RAMGOOLAM

ROYAL DOCKS SCHOOL OF BUSINESS AND LAW

25<sup>TH</sup> APRIL 2018

# ROAD MAP

- NARRATIVE RESEARCH
- WHY NARRATIVE?
- PHASES OF NARRATIVE INTERVIEW
- QUICK GLANCE OF NARRATIVE INTERVIEW
- NVIVO- CODING
- CONCLUSION
- REFERENCES

# NARRATIVE RESEARCH

*“NARRATIVE INQUIRY IS A SET OF HUMAN STORIES OF EXPERIENCE. IT PROVIDES RESEARCHERS WITH A RICH FRAMEWORK THROUGH WHICH THEY CAN INVESTIGATE THE WAYS HUMAN EXPERIENCE THE WORLD DEPICTED THROUGH THEIR STORIES.” (WEBSTER AND MERTOVA (2007:1)).*

# WHY NARRATIVE?

- IN-DEPTH EXPERIENCE OF AN INDIVIDUAL LIFE AS A WHOLE (KIM, 2016:164)
- PARTICIPANT'S PERSPECTIVE
- UNIQUE EXPERIENCE
- PARTICIPANT START AND FINISH THEIR STORY
- RESEARCHER: ACTIVE LISTENER

# PHASES OF NARRATIVE INTERVIEW

- 1. INITIATION- PURPOSE
- 2. NARRATION- NO INTERRUPTION
- 3. QUESTIONING- SIGNAL THE END/GESTALT
- 4. CONCLUDING THE TALK- SWITCH OFF THE RECORDER

BAUER AND GASKELL (2000)

# QUICK GLANCE OF NARRATIVE INTERVIEW

- Q: KINDLY TELL ME THROUGH YOUR EXPERIENCE DURING THE PERFORMANCE APPRAISAL IN YOUR CAREER? DO YOU SEE THE PROCESS WAS FAIR?
- A: NO. IT WAS NOT FAIR. THAT WAS NOT FAIR. NO WAY AT ALL. THAT WHY THEY CREATE THE EU. THEY WERE AT THE SKIN COLOUR THAN THE PERSON WHO IS BLACK. THE PERFORMANCE APPRAISAL WAS NOT FAIR TO MY UNDERSTANDING. SO THAT IS THE ANSWER IT WAS NOT FAIR. BECAUSE POLISH PEOPLE CAME HERE AND GIVE THEM MANY JOBS. THEY GET NEXT POLISH AND NEXT POLISH AND THEN THEY GET RID OF ME....

# CONTINUE...QUICK GLANCE OF NARRATIVE INTERVIEW

- Q: YOU SAID EARLIER THAT YOUR MANAGERS NAME YOU “MONKEY IS WORKING” AND THEY ARE RACIST. CAN YOU PLEASE ELABORATE ON IT?
- A: THEY SAID LITERALLY AT YOUR FACE. YOU CAN HEAR IT FROM 10 METERS AWAY. YOU CAN HEAR THE WORDS WHEN THEY SAY IT TOGETHER, LAUGHING ABOUT IT AND YOU CAN HEAR IT. THEY PRETEND THAT YOU DON'T HEAR AND I PRETEND NOT TO HEAR EITHER...

# CODING

## Nodes

Name	Sources	References	Created On	Created By	Modified On
Fairness	0	0	06/06/2017 14:41	VIK	10/01/2018 16:21
Positive	4	13	06/06/2017 14:41	VIK	28/11/2017 05:36
Negative	6	18	12/06/2017 19:48	VIK	09/12/2017 14:57
Favoritism	5	11	25/05/2017 13:41	VIK	09/12/2017 13:57
Depression	5	16	25/05/2017 13:44	VIK	09/12/2017 15:08
Bias in PA	5	18	25/05/2017 13:42	VIK	15/03/2018 20:57
Discrimination	6	38	25/05/2017 13:47	VIK	10/01/2018 16:21
Racism	7	20	15/03/2018 20:36	VIK	15/03/2018 20:51
Impact of PA	9	68	06/06/2017 13:02	VIK	10/01/2018 16:21
Motivation	3	11	12/06/2017 12:33	VIK	16/03/2018 13:11
Demotivation	8	57	06/06/2017 13:32	VIK	16/03/2018 13:12



# CONCLUSION

THE NARRATIVE INTERVIEW WILL ALLOW THE RESEARCHER OF THIS STUDY TO APPRECIATE HOW THE PARTICIPANTS WILL MAKE SENSE OF THE CURRENT ENVIRONMENT AND SITUATIONS, REPRESENTING THE LIVED EXPERIENCE OF THE ETHIC MINORITY EMPLOYEES THROUGH NARRATIVE.

# REFERENCES

- BAUER, M. AND GASKELL, G. (2000). *QUALITATIVE RESEARCHING WITH TEXT, IMAGE AND SOUND*. 1ST ED. LONDON: SAGE.
- KIM, J. (2016). *UNDERSTANDING NARRATIVE INQUIRY*. 1ST ED. CALIFORNIA: SAGE PUBLICATION.
- WEBSTER, L. AND MERTOVA, P. (2007). *USING NARRATIVE INQUIRY AS A RESEARCH METHOD*. 1ST ED. LONDON: ROUTLEDGE.