ASSESSMENT OF PERFORMANCE APPRISAL SYSTEM (INCASEOF WOLKITE POLY TECHNIC COLLEGE)



WOLKITE UNIVERSITY

COLLEGE OF BUSSINESS AND ECONOMICS

DEPARTMENT OF MANAGEMENT

THE PROPOSAL PAPER SUBMITED TO DEPARTMENT OF MANAGEMENT IN PARTIAL FULLFILMENT OF BACHILLER OF ART (BA) DEGREE IN MANAGEMENT

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DECEMBER 2020

Wolkite Ethiopia

Declaration

I hereby declare that the study entitled “assessment of performance appraisal system (in case of Wolkite poly technic college) is the outcome of my own effort under the supervision and guidance of Tafesse A. This study has not been submitted for any Degree or Diploma in other university or institutions. All the necessary sources of materials used for the study have been duly acknowledged.

Name of the student	Signature	Date
Tachawt Getnet		

Letter of Certification

This is to certify that this senior essay work, “assessment of performance appraisal system (in case of Wolkite poly technic college)”, undertaken by **Tachawt Getnet** for the partial fulfillment for the requirement of Bachelor of Art Degree in Management at Wolkite University, complies with the regulations of the university and meets the accepted standards with respect to originality and quality.

Approved by:

Name of Advisor	**Signature**	**Date**
Tafesse A	_____	_____

Approval Sheet

As an examining member of the final research defense program I certify that I have read and evaluated the research prepared by **Tachawt Getnet** entitled: “assessment of performance appraisal system (in case of Wolkite poly technic college)”, and recommended that it is accepted as fulfilling the research requirements for BA degree in Management.

Name of Examiner: _____

Signature: _____

Date: _____

Acknowledgment

First of all, our countless praise goes to the almighty GOD for giving us the opportunity to reach at this stage.

Next, our grateful goes to our respectful advisor Mr. Tafesse for his invaluable and constructive comments, suggestions and overall assistance from the title selection to the completion of this study; without his support and guidance this research would not have been materialized.

Moreover, we would like to forward our special thanks to all employees of Wolkite poly technic college and the director of human resource department who provide timely and necessary information by devoting their time.

Finally, we would like to express our heartfelt gratitude and appreciation for our families who support us financially and morally to complete this research.

ACRONYM

PA: performance appraisal

WPTC: Wolkite poly Technique College

PAS: performance appraisal system

Abstract

The main objective of this study was to assess performance appraisal system in case of Wolkite poly technic college. The study was conducted through the use of descriptive type of research design the target population of the study was the employees of Wolkite poly technic college who are 341 in number. From those 113 employees had been taken as a sample for this study. The study also uses simple random sampling technique. Because it gives equal chance for each employees to be a sample. The researchers would use qualitative type of data that would be collected from primary and secondary source of data. To collect primary data, the researchers would use both questionnaires and interview. Secondary data would be collected from annual reports of the college. To analysis the collected data, the researchers would use percentage and frequency. And after analysis the collected data it would be presented in the form of table. The findings of the study show that the involvement of employees in appraisal practice is less, employees are not evaluated periodically, only recent performance was seen during conducting performance evaluation, lack of feedback. To alleviate the problems, the college is advised to revise, modify and amend its appraisal system.

Key word; assessment of performance appraisal system in Wolkite poly Technique College.

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CHAPTER-ONE

1. INTRODUCTION

This chapter includes background of the study, statement of the problem, Research question, objective of the study, General objective, Specific objective, Significance of the study, Scope of the study, Limitation of the study, organizations of the study.

1.1 background of the study

Any organizations either private or governmental has its own resources such as human, materials, information and capital to its success or achievement of its goals. Among these human resource is the most fundamental resources for any organization. This resources supplies the knowledge, skills, creativity and their offers to effective utilize other resources for the desired objectives to be achieved effective utilize other resources for doing so the availability of individual to be quality, specific place and time has to be determine to achieve the goals, this will be obtained by and continuous evaluating of individual performance. The efforts of employees can determine the success and survival of an organization. Any appraisal is potentially one way in which those efforts can be aligned with the aims of an organization, employees can be motivated and their performance is managed (Cook and cross man, 2004).

Performance appraisal is a critical part of human resources it deals about a formal structured system of measuring and evaluating an employee's job related behaviors and out comes to discover how and why the employee is presently that, the benefit to employee, organization and society (Aswathapa k, 2005, p.227).

Ethiopia faces various problems. These problems are mostly related with the subjective measures which provide an opportunity for bias. Bias is the inaccurate distortion of measurement. the most common rates bias includes the hallo effect, error of central tendency, spillover effect, etc. In principle performance appraisal of employees is supposed to be under taken regularly. However, in practice many organizations do not undertake performance appraisal permanently (Levy and William, 2004). Today performance appraisal is an essential activity in every organization, but the absence of systematically designed performance appraisal for employees have a negative

impact on overall operation and performance of the organization. Absence of performance appraisal in an organization leads problems that results decrease work quality and production

Today performance appraisal is an essential activity in every organization, but the absence of systematically designed performance appraisal for employees have a negative impact on overall operation and performance of the organization. Absence of performance appraisal in an organization leads problems that results decrease work quality and productivity, employee turnover and absenteeism are occurred in the organization (Cook and Cross man, 2004).
Thus, the study would try to asses' employee's performance appraisal system and practice and problems by taking Wolkite poly technique.

1.2 statement of the problem

In any organization one of the ways to enhance organizational performance is positively influence employees of the organization. Performance appraisal is one way of influencing employees to achieve organizational goals and it creates motivation on employees. The success of organizations in this modern business depends on the caliber of the man power that steers the day to day affairs of the organization. It has been observed that for any organization to achieve its stated objectives and goals there is the need for management to put in place policies or strategies that will help to appraise employees to strive towards the achievements of organizational objectives (Bratton, 2007).

Even though performance appraisal is the back bone of every organization to acquire the desired performance of employees, there are some problems faced to follow the procedures of performance appraisal. Those problems are lack of feedback system, unfair evaluation, some evaluation error like evaluate all subordinates in one dimension, evaluating employees in most recent work performance, discrimination based on personal characteristics and high or low rating. If performance standard of the organization is not settled clearly, employees would not able to understand it and they will face challenges or problems to meet that the organizations require from them. The system of performance appraisal has to be designed carefully and systematically. Unless it affects the moral of each employee in the organization which leads turn over and absenteeism. Finally, the organization become ineffective (Bernardino, 2007).

According to my view of Wolkite poly technique college, this college is faced with problems like conflict between employees and their supervisor, appraise is applied only when there is job growth, some employees compare them appraise result from others but they do not consider their performance, employee turnover, miss understanding between employees and their manager. But no one tries to solve these problems still now in this college. There is a time gap, technological change, and even human attitude towards performance appraisal. Therefore, the researchers were motivated to assess problems related with performance appraisal system in Wolkite ploy Technique College.

1.3 Research question

This research would have answered the following questions.

- What does performance appraisal process of the college look like?
- What are the major problems underlying with the appraisal system of the college?
- What are the criteria/standards used in the system to conduct performance appraisal?

1.4 objective of the study

1.4.1 General objective

The general objective of the study has to assess performance appraisal system in case of Wolkite poly Technique College.

1.4.2 Specific objective

The specific objectives of the study are:

- ✓ To assess what the performance appraisal process of the college will look like.
- ✓ To assess the potential problems related with performance appraisal system of the collage.
- ✓ To identify available criteria/standards for apprising the performance of employees.

1.5. Significance of the study

This study would have different significance for different beneficiary bodies such as organization, researchers, and for other users.

- ✓ For the researchers: it helps to the researcher to acquire more extensive knowledge about the subject matter and practicing on doing a research.
- ✓ For the organization: it enables the organization to know its weakness, strength and to take corrective actions based on the information provided behind in this research.
- ✓ For other users: it will serve as a bench mark, a base line or a reference for other researchers who wants to conduct their investigation on the related topic.

1.6 Scope of the study

In order to make the study being manageable it is necessary to define the delimitation (scope) of the study. Thus, the study would delimit conceptually, methodologically, and geographically.

- Conceptually, the study was focus only on one aspects of organizational dimensions, which is performance appraisal system.
- Methodologically, the study is used descriptive research type of design since the intentions of the researcher is just to describe about performance appraisal system.
- Geographically, this study is delimiting to Wolkite poly technic college.

1.7. Limitation of the study

The researcher faced a challenges while conducting the research. they are stated as follows: Lack of experience of the student research as it is the first time the assessment takes, in accuracy of some information provided by the respondent due to unwillingness and carelessness of respondent.

The employee carelessly filled the qutionqrie in Wolkite poly technic college.

1.8 organizations of the study

The study would be organized in five chapters. The first chapter contains the introduction part, this include background of the study, statement of the problem, objective of the study, Significance of the study, Scope of the study, the second chapter has deals with related review literature, the third chapter has deal with research methodology and the chapter 4 has deals with presentation and analysis of data and finally chapter 5 has contains, conclusion and recommendation.

CHAPTER-TWO

2. REVIEW OF RELATED LITERATURE

under This chapter includes Definition of performance appraisal, purpose of performance appraisal, need for performance Appraisal, process of performance appraisal, methods or techniques of performance appraisal, potential problems of performance appraisal, The Appraisal program, what should be appraised, who will appraise, when to Appraise, characteristics of good performance Appraisal System, objectives of performance appraisal, Empirical study.

2.1. Definition of performance appraisal

The term performance appraisal (or performance evaluation) refers to the methods and processes used by organizations to assess the level of performance of their employees. This process usually includes measuring employees' performance and providing them with feedback regarding the level and quality of their performance (DeNisi and Pritchard, 2006).

Performance appraisal has developed over the course of a century in to complex and costly management support tool. Although objective appraisal systems provide accurate measures of employee performance, they require both organizational support and maintenance. When the quality of an individual's work performance is examined performance, appraisal is the preferred instrument. Ideally, performance appraisal is lens that focuses the decision-making process on the appropriate job related criteria, it becomes the means for assuring that a career is opened to talent and that the individual is rewarded meritorious performance (Daley,1992).

Performance appraisal means evaluating an employee's current or past performance relative to the person's performance standards. Appraisal involves, first setting work standards; and second assessing the employees actual performance relative to these standards and third providing feedback to employees with aim of motivating the persons, eliminate deficiency or to continue to perform the above par (Gary Dessler,2003, p.203).

Appraisal provides information about the performance of individuals employed in an organization, such information is use full for any purpose like placement, selection, promotion, financial rewards determination of grades, incentives, or compensation etc. (peiperl, 2001).

2.2. Purpose of performance appraisal

According to Aquinas, (2006) organizations use performance appraisal for three major purposes.

1.Administrative: performance appraisal commonly serves or an administrative tool by providing employees with a rational for making many personal decisions, such as decision relating to pay increases, promotion decision, termination and transfer.

2. Employee development: performance appraisal for employee development purses provides feedback on an employee's performance. Appraisal data can also be used for employee development purposes in helping to identify specific training needs of individuals.

3. Programs assessment: programs assessment requires the collection and storage of performance appraisal data for a number of use. The records can show how effective recruitment, selection, and placement have been in supplying qualified work forces.

2.3. Need for performance Appraisal

According to Rao, (2003) performance appraisal is needed in order to Provide valuable information for personal decision such as pay increase, promotion, demotions, transfer and terminations. It provides feedback information about the level of achievement and behavior of subordinates, rectifying performance deficiency and to set new standards of work if necessary.Itserves as a means of telling a subordinate how he/she is doing and suggesting necessary changes in his or her knowledge, behavior and attitudes; evaluating the effectiveness of devices used for the selection and classification of employees, and promotes positive work environment, which contributes to productivity when achievement.

2.4. Process of performance appraisal

Performance appraisal is planned, developed and implemented though a serious of steps.

1. Establishing standards of performance :appraisal system requires performance standards which serve as a benchmarks against which performance is measured .the standards let for

performance must be clearly defined and unambiguous .to be use full ,standards should relate to the desired results of each job performance standards must be clear to both the appraiser and appraises .the permanent standard or goals must be developed with the supervisor to ensure that all the relevant factor have been included (Aqiunas,2006,p-87).

2. **Communicating performance standards to employees:** once performance standards are established, it is necessary to communicate these expectations. It is important note that communication is a two is two-way street more place transference of information from manager to the subordinates. Communication only takes place when the transference of information has taken place and has been place and has been received and understood by the subordinate. Therefore, feedback is necessary from the subordinate to the manager (Decenzo&P. robbins, 2005, p_3562).

3. Measuring actual performance: After the performance: After the performance standards are set and communicated, the next step is to measure the actual performance of employees. To determine what actual performance is necessary to acquire information about it (ibid).

4. Compare actual performance with standard: this is simply compared with the predetermined performance standards (Aquinas, 2006, p_88).

5. Discussing the appraisal with employees: discussion will enable an employee to know their weakness and strengths. Weakness is discussed so that employees take interest in improving their performance motivated to improve them (ibid).

6. Initiating corrective action: if any corrective action two, one is immediate and deals predominantly with symptoms. The other is basic and delves in to causes immediate corrective action gets to the sources of deviation and seeks to adjust the difference permanent.

2.5. Methods or techniques of performance appraisal

A number of different performance appraisal methods or techniques are available for evaluating the performance of employee's. these methods try to explain how management can establish standards of performance of the employees. Every d devise ways and means own draw backs and to measure, evaluate the performance of the employees. Every method has its own drawbacks and merits (Aquinas, 2006, p-90).

Managers usually conduct appraisal by using a predetermined and formal method which include the following.

A. Rating scale: rating scale is the simplest and most popular technique. It uses a job performance criterion such us dependability initiative output, attendance, cooperation etc. it consists of several numerical scales. Each scale ranges from excellent to poor. Relating scale offer the advantages of adaptability easy use and low cost only requirements being that the job performance criteria can be changed. This way, a large number of employees can be evaluated in a short time, and the rater does not need any training to use the scale. The disadvantages of this method is several. The rates biases are likely to influence evaluation and bases are particularly pronounced on subjective criteria such as cooperation, attitude and initiative, further more numerical scoring gives an illusion of precision that is really unfounded (Aswathapa,2005, p-226).

B. **critical incidents**: under this method, the performance of worker is related on the basis of certain events that occur during the performance of the job (i.e. the evaluation is based on incidents). these critical incidents or events represent the outstanding or poor behavior of employees on the job (Gary Dessler, 2003, p_286). this method helps to avoid vague impressions.

Cofield review method: it is an appraisal by someone outside the assessors own department, usually someone from the corporate office or the human resources department. The outsider reviews employee records held interviews with rate and superior. This method is primarily used for making promotional decisions at the managerial level. Field reviews also are usual when comparable information is needed employees from in different units or locations (ibid).

D. check list: here a check list of behavior descriptions is prearranged and each person evaluated against. Rater merely record the list and a separate group can allocate weight age for each list and finally arrive at total points or marks obtained. Advantage it reduces subjectivity because recording is done by someone else act as the rater comparison possible, limitations the rater does not give relative rating. (ibid).

E. paired comparison: paired comparison force refers to compare each employee with other employees who are being rated in same group. This helps to make ranking method more precise

for every quality of walk and so on, you pair and compare every subordinate with the other subordinates (Dr, Kaila, 2006, p-109).

F. forced distribution method: "this method is particularly use full when a large number of individuals is to be evaluated by the same rater. Most typically this scheme is used in rating overall job performance but it leads itself equally us "to rating specific factors of traits (ibid).

2.6. Potential problems of performance appraisal

None of the methods of performance appraising performance is absolutely valued and reliable. Each has its own strengths and weakness performance appraisal one subject to a wide variety of inaccuracies and biases referred to as rating errors. Errors occur in rater's observation, judgment information procession and seriously affect the assessment results. The performance appraisal process and techniques rely on the evaluator who has his or her own personal, biases, prejudice and idiosyncrasies (Aswathapa, 2005, p_239).

The most common rating errors includes.

- ✓ **Leniency/Severity:** leniency or severity on the part of the rater makes the assessment subjective. subjective assessment affects the very purpose of performance appraisal .as compared to the actual performance some evaluator has a tendency to be liberal in their rating i.e. they tend to give a very high rates to the employees while at other time the evaluator may give low rating to the employees (ibid).
- ✓ **Hallo error:** the perception of evaluator that one factor is paramount importance and then gives a god or bad overall rating to an employee based on this particular factor. The hallo effect is the influence of rater's general impressions on rating specific rate qualities (Gray Dessler, 2003, p_282).
- ✓ **Central tendency:** this is commonly occurring when employees are incorrectly rated near the average of middle of the scale.it It is important that when evaluators rate an employee extremely high or extremely low they have to justify in writing. (, Decezo&probins, 2005, p_378).
- ✓ **Rater effect:** this includes favoritism stereotyping and hostility excessively high or low scores are given only to certain individuals or group based on the rater attitude towards the rate non on actual outcomes or behavior's. supervisors may have biases to their

employees on personal characteristics such as race, religion, gender, disability…. etc. although discrimination on such grounds are protected by legislation, in practice such discrimination continues to happen (Aswathapa, 2005, p_237).

- ✓ **Spillover effect:** this refers to allowing past performance appraisal ratings to unjustifiable influence current period although the demonstrated behavior does not deserve the rating, well or bad (Aswathapa, 2005, p_238).

2.7. The Appraisal program

An appraisal program possesses several questions which needs answer.

2.7.1. What should be appraised?

Every organization has to decide up on content to be appraised before the program is approved. Generally, the content to be appraised is determined on the basis of job analysis. According to Johnbornarding, H (2003) the criteria for assessing performances:

A. Quality: the degree to which process or result of carrying some idea activity approaches perfection in terms of either conforming to some idea way of performing the activity or fulfilling the activities intended purpose.

B. Quantity: the amount produced, expressed in the monetary terms, number of units or numbers of completed activity cycles.

C. Time lines: the degree to which an activities are completed or a result produced at the earliest time desirable from the stand points of both coordinating with the out puts of others and of maximizing the available for other activities.

D. Cost of effectiveness: the degree to which the of the organization resources (human, monetary, technological and material) is maximized in the sense of getting highest gain or reduction in loss from each units or instance of use out of resource.

E. Need for supervision: the degree to which a performance carries out a job function without both having to request supervisory intervention to prevent and adverse outcome.

F. Interpersonal impact: the degree to which a performance promotes feeling of self-esteem, goodwill and cooperation among co-workers and subordinates.

2.7.2. Who will appraise

The appraiser may person who has through knowledge about the job contents to be appraised, standards of content and who observe the employee which performing a job typically appraises are supervisors, subordinates, peers, and employee them selves

A. supervisors: in most cases, the appraisal is done by the immediate manager are supervisors. This is because supervisors are responsible for managing their subordinate and the have the opportunity to observe, direct and control the subordinate continually, moreover, they are accountable for the successful performance their subordinates (Rao,2003, p_222).

B. Subordinates: the concepts of superior rated by subordinates is being used in most organizations today. Appraisal by subordinates finds their chief usefulness in the selection process for promotions. The use of this choice may be use full in assessing employee ability to communication, delegate work, allocate resources, disseminate information, resolve intra-personals conflict and deal with employees on affair basis. But the problems with employees on affair basis. But the problem with subordinate evaluation is that the supervisors tend to become more popular, not effective leadership, but by mere gimmicks (ibid).

C. Peers: appraisal by employee's peer is done on the belief that a group of employees can more reliably identify the outstanding and poor performances that supervisors who is not part of a group. Peer appraisal may bearable if the work group is stable over a reasonably long period of time and perform tasks that require interactions (PG Aquinas, 2006, p-85).

D. Self-appraisal: if individual understand the objective they are expected to achieve and the standard by which they are to be evaluated, they to a greater extent in the best position to appraise their own performance.

2.7.3. When to Appraise?

Information appraisal is conducted whenever the supervisor or personal managers feel it necessary. The day to day working relationship between manager and employees offer an opportunity for the employee's performance to be judge. This judgment is communicated through conversations on the job or by on the job or by on the spot examination of a particular piece of work (Monday, 2002).

2.8. Characteristics of good performance Appraisal System

A sound appraisal system should comply with the following basic characteristics.

1. **Reliability and Validate**: the system should be both valid and reliable. The validity of rating is the degree to which they are truly indicative of the intrinsic merit of employees. The reliability of rating is the consistency with, which the ratings are made, either by different raters or by one rater at different times. Appraisal system should provide, consistent, reliable and valid information and data, which can be used to define the organization even in legal challenges (Aquinas, 2006, p-91).

2. **Practical viability**: the technique should be practically viable to administer, possible to implement and economical to undertake continuously (Aswathapa, 2005).

3. **Training to appraisers**: The evaluators or appraisers should be provided adequate training in evaluating the performance of the employees without any bias. Evaluates should also be given training philosophy and techniques of appraisal (Monday, 2002, p-128).

4. **Open communication**: the system should be open and participative. Not only should it provide feedback to the employees on their performance but it should also include them in the goals setting proceeds.

5. **Employee access to results:** employee should receive adequate feedback on their performance

6. **Clear objective:** the appraisal system should be objective oriented. The objectives should be fair, timely and open, so that it is beneficial to both the individual employee and the organization.

7**. Past Appraisal interview**: after appraisal an interview with the employee should be arranged. It is necessary to supply feedback, to know the difficulties under which the employees work and to identify their training needs.

2.9. Objectives of performance appraisal

- Promotion: an advancement of an employee with in a company position or job tasks. A job promotion may be a result of an employee's proactive pursuit of a higher ranking or

as a reward by employers for good performance. Typically, is also associated with a higher rate of pay or financial bonus.

- Conformation: it is the act of producing conformity.
- Training and development: are a learning process that involves the acquisition of skills, concepts, rules, or attitudes to increase the performance of employees.
- Compensation reviews: the act or principle of arranging rewards for employees who are performing their tasks accordingly.
- Competency building: performance appraisal practice is takes place in order to meeting specified qualification of employees.
- Improve communication: improving the concept or state of understanding and exchanging information between entities.
- Evaluation of human resources programs
- Feedback grievance (http://www.nariwal.com)

2.10. Empirical study

Petti john et al. (2001) undertook a study to examine the attitudes of nearly 32,000 American federal employees toward PA. A descriptive survey design was used for the study. Both questionnaire and interview guide were used in eliciting data from the respondents. Petti john et al. concluded that the employees were dissatisfied with the way PA was conducted and that less than one-fifth felt that the process motivated employees to perform well. They however, claimed that there is no empirical evidence that PA itself is undesirable. This is because from their study almost half (46 percent) liked the concept of the process as it gave them an indication of where they ranked among co-workers.

Simmons (2002) undertook a study to examine the views of experts on PA in universities and colleges. He used the stratified random sampling procedure to select both appraisers and appraise from 430 elements. Simmons' study found that employees viewed the PA process as beneficial. Managers and professionals also found the process as having overall value, with very few suggesting it should be discarded altogether. However, problems identified from Simmons' study included patchy application, uneven managerial commitment, lack of European Journal of Business and Management www.iiste.org ISSN 2222-1905 (Paper) ISSN 2222-2839 (Online) Vol.7, No.17, 2015 7 continuities between appraisal, the link with performance related pay and

teamwork, and the appropriateness of individual performance review for lower-graded staff merit further attention. But there was a general negative perception of the effects of the link between individual performance review and pay.

Mani (2002) also found from her study at the East Carolina University that many employees are motivated by factors that do not relate to the PAS. According to her, many are self-motivated or motivated by the enjoyment of their work, and pay, an extrinsic reward, ranked third among the things that motivated these employees. However, she warned that this self-motivation and enjoyment of work will cease if employees' pay is not adequately increased, as increases in pay was also seen as a symbol of recognition.

Wilson and Nutley (2003) did a study on the assessment of how appraisal systems facilitate women's progress in Scottish universities. They found that there was a general decline in the use of appraisal systems in Scottish universities but women were still being subjected to a disciplinary technology such as PA. Though there was no statistically significant gender difference with regard to purpose of PA, men perceived the PA of the university more positively and higher than female employees. Wilson and Nutley recommended in their study that employees with shorter length of service and at the junior levels do not stay with their organizations for long and any organization with more of such employees may experience high turnover which is not good for every organization.

CHAPTER THREE

3. RESEARCH METHDOLOGHY

Under this chapter the research design, source of data, method of data collection, target population, sample size determination, sampling technique and data analysis and presentation are discussed in detailed.

3.1. Research design

The researchers would use descriptive type of research design. Because it describes the state of affairs as it exists. And it helps to describes and explains the recent situation of the problem clearly. The researcher simply reports what will be happening or what will happen.

3.2. Target population

The target population of this study were the employees of Wolkite poly Technique College. According to the data obtained from human resource of Wolkite poly Technique College(WPTC) in 2012 E.C there are 341 employees. Among these employees 77 are at administrative staff, the remaining 273 employees are at the academic staff.

3.3. Sample size determination and sampling technique

3.3.1. Sample size determination

The researcher would take 68 employees as a sample from administration 40 and 273 employees as ample from academic 73 there for the researcher will take 113 sample. The researchers would use the formula of Yamane, 1967 to determine the sample size of the study.

Assume the researcher would use 90 percent Confidence interval and 10 percent significant error, i.e. (e=0.1)

Administrative staff

$n = \frac{N}{1+N(e)^2}$, where, n=sample size,

N=total population,

e=significance error

$\frac{68}{1+68(0.1)^2}$ =40

Academic staff

$n = \frac{N}{1+N(e)^2}$, where, n=sample size,

N=total population,

e=significance error

$\frac{273}{1+273(0.1)^2}$ =73

3.3.2. Sampling technique

The researchers were use simple random sampling technique. Because it makes the researcher free from bias to select a sample and it also gives equal chance to the total population to being a sample.

3.4. Source of data

In this study both primary and secondary data would be used to achieve the expectations of this paper. **Primary source of data**: it is a firsthand information which is collected from employees of Wolkite poly technic college for the use of immediate purpose. **Secondary source of data:** itis not originated by the owners himself, but which gets some one records. Thus are both published and unpublished materials such as annual reports and documents.

3.5. Method of data collection

Questionnaires and interview would be used as the data collection instruments. The researchers would collect primary data by using self-administrative questionnaires, and by interviewing the director of human resource of the college. Both open ended and closed ended questions has been prepared and distributed for employees.

3.6. Data analysis and presentation

After data are collected from primary and secondary sources, the result would be analyzed by keeping its validity, accuracy and reliability. The researcher would use analyze via percentage and frequency. Then it has present the analyzed data by using tables. The qualitative data would be analyzed qualitatively by using qualitative description.

CHAPTER FOUR

4. DATA ANALYSIS AND PRESENTATION

This chapter is concerned with analysis and interpretation of data that were gathered from the employees of Wolkite poly Technique College. As we stated in chapter three we would take 40 employees as a sample from the Administrative staff of total population of 68 through the use of simple random sampling technique. The researchers were distributing 40 questionnaires to gather relevant information. But only 35 questionnaires replied (returned) well. The remaining 5 questionnaires were not replied (retuned) due to the carelessness (negligence) of some employees. Therefore, data analysis and presentation is made based on the response obtained from 35 respondents and the information which is obtained from interview. And As we stated in chapter three we would take 73 employees as a sample from the Academic staff of total population of 273 through the use of simple random sampling technique. The researchers were distributing 73 questionnaires to gather relevant information. But only 48 questionnaires replied (returned) well. The remaining 25 questionnaires were not replied (retuned) due to the carelessness (negligence) of some employees. Therefore, data analysis and presentation is made based on the response obtained from 48 respondents and the information which is obtained from interview.

4.1 General information about respondents

This section was designed to indicate the background of respondents with regard to sex, age, educational status and work experience

Table 1:Administrative staff personal information of respondents

No	Variable	Description	Frequency	Percentage

1	Sex	Male	42	61.8%
		Female	26	38.2%
		Total	68	100%
2	Age	18-20	1	1.5%
		21-30	27	39.7%
		31-45	34	50%
		Above 45	6	8.8%
		Total	68	100%
3	Educational level	Certificate	4	5.9%
		Diploma	12	17.6%
		First degree	45	66.2%
		master & above	7	10.3%
		Total	68	100%
4	Year of services	Below five years	28	41.2%
		5-10 years	27	39.7%
		Above 10 years	13	19.1%
		Total	68	100%

Source: questionnaire2012

As it is indicated in the table 4.1, 42(61.8%) of respondents are male and the remaining 26 (38.2%) of them are female. This shows that there is male's dominance over females in that college.

Regarding to the age 1(1.5%) of respondents are ''between'' 18-20, 27(39.7%) of them are ''between'' 21-30, 34(50%) of respondents are between 31-45, and the remaining 6(8.8%) of them are above 45 years. From this it can be conclude that the majority (41.2%) employees of the college were at the productive age. This implies that the college has young age working force and it is opportunity to the college to use these forces utmost.

Regarding to educational level 4(5.9%) of respondents are certificate holders, 12(17.6%) of them are diploma holders, 45(66.2%) of respondents are 1st degree holders, and the remaining 7(10.3%) of the respondents are master and above. This shows that the college has well educated man power and they can contribute to the college's success more and more.

Regarding to year of services, 28(41.2%) of the respondents have been serving below 5 years, 27(39.7%) of them have been serving from 5-10 years, and the remaining 13(19.1%) of them have been serving above 10 years. This shows that the college has more experienced employees.

4.2. Questions related to the study Administrative staff

Table 2:participation of employees in performance appraisal process

NO	Item	Response	Frequency	Percent (%)
1.	Do you have voted to participate in the appraisal process?	Yes	23	57.5%
		No	17	42.5%
		Total	40	100%

Source: questionnaire2012

As shown in the above table 4.2, 23(57.5%) of respondents said that, they have been voted to participate in the appraisal process. While the majority, 17(42.5%) of the respondents said that, they have not been voted to participate in the appraisal process. From this, it is possible to conclude that the college did not give equal participation in appraisal process to all employees. That means the majority (57.5%) of employees did not participate in the appraisal process. Actually, employee participation would ensure a favorable atmosphere for implementation and creates smooth employee-management relationship in the college which in turn helps to boost employees work performance.

Table 3:the practice of performance appraisal for Administrative staff

NO	Item	Response	frequency	Percent
2.	Is there formal performance appraisal practice in your organization?	Yes	28	70.0%
		No	12	30.0%
		Total	40	100%

Source: questionnaire2012

As observed from the above table4.3, from the total number of respondents 28(70.0%) of them responded that, there is formal performance appraisal practice and the remaining, 12(30.0%) of the respondents said that there is no formal performance appraisal. We can conclude that, relatively there is formal performance appraisal practice in that college.

Table 4:periodical evaluation of employee's performance

NO	Item	Response	frequency	Percent
3.	Are employees evaluated periodically in your college?	Yes	28	70.0%
		No	12	30.0%
		Total	40	100%

Source: questionnaire2019

As shown from the above table 4.4, the majority of respondents 28(70.0%) responded that, they have not been evaluated periodically whereas the remaining 12(30.0%) responded that, they have been evaluated periodically. Based on the majority of respondents we can conclude that the college has not been evaluate employees' performance periodically. If employees are not evaluated periodically, they would become careless for their work which also leads the college ineffective.

Table 5:Standards /criteria's to evaluate performance appraisal

No	Item	Response	Frequency	percent
4	What are the criteria/standards used to evaluate employees performance in your college?	Quality of work	17	42.5%
		Quantity of work	7	17.5%
		Time line	0	0%
		Work effectiveness	16	40.0%
		Total	40	100%

Source: questioner 2012

As stated in the above table 4.7, among the total respondents 17(42.5%) described that the employees performance is evaluated based on quality of their work, 7(17.5%) of respondents replied that the employees performance is evaluated based on the quantity of their work, 0(0.0%) of respondents described that the employees performance is evaluated based on the time line of

their work , the remaining 16(40.0%) of respondents replied that the employees performance is evaluated based on their work effectiveness. According to the above data we can conclude that this college uses all the above criteria as a standard to evaluate employees performance. But most of the time it uses the criteria of work effectiveness as a bench mark to evaluate employee's performance.

Table 6:Problems related to performance appraisal practice

No	Item	Response	Frequency	Percent
5.	What problems are faced in your organization during conducting performance appraisal practice	Evaluate based on most recent performance	19	47.5%
		Evaluate all in one dimension	9	22.5%
		Discrimination	12	30.0%
		Total	40	100%
6.	What is the reason for the problem arise on question number"7"?	System design problem	21	52.5%
		Ratters problem	5	12.5%
		Problem from employees	14	35.0%
		Total	40	100%

Source: questioner 2012

As stated in the above table 4.8, item 7, 19(47.5%) of respondents replied that the problem faced during conducting performance appraisal practice is evaluating based on most recent performance, 9(22.5%) of respondents described that the problem faced during conducting performance appraisal practice is evaluating all in one dimension, the remaining 12(30.0%) of respondents replied that the problem faced during conducting performance appraisal practice is

due to discrimination among employees. We can conclude that the problem faced during conducting performance appraisal practice is evaluating based on most recent performance.

As shown in the above table 4.8, item 8, 21(52.5%) of respondents described that the reason for the problem arises on question number ‘’7”” is system design problem, 5(12.5%) of respondents replied that the reason for the problem arises on question number ‘’7’’ is raters problem, the remaining 14(35.0%) of respondents described that the reason for the problem arises on question number ‘’7’’ is problems from employees. From this we can understand that the reason for the problem arises on question number ‘’7’’ is raters’ problem.

Table 7:problems due to the absence of performance appraisal

No	Item	Response	Frequency	Percent
7.	What problems exist if there is absence of performance appraisal?	Lack of commitment towards job	25	62.5%
		Reduce Productivity of employees	7	17.5%
		Incompetence with others	8	20.0%
		Total	40	100%

Source: questioner 2019

As indicated in the above table 4.11, 25(62.5%) of respondents describes that lack of commitment towards job is exist, 7(17.5%) of respondents replied that the absence of performance appraisal leads to reducing productivity of employees, the remaining 8(20.0%) of respondents replied that incompetence with others is the major problem. From this we can understand that the existence of performance appraisal practice is important to reduce the above problems.

Table 8:employees’ attitude towards performance appraisal practice

No	Item	Response	Frequency	Percent
8.	What is your attitude towards performance appraisal practice in	Very good	21	52.5%
		Good	13	32.5%
		Bad	5	12.5%

	your college?	Very bad	1	2.5
		Total	40	100%

Source: questioner 2019

As shown in the above table 4.13, 21(52.5%) of respondents replied that, they have very good attitude towards performance appraisal practice, 13(32.5%) of respondents also described that they have a good attitude towards performance appraisal practice, 5(12.5%) of respondents also described that they have a bad attitude towards performance appraisal practice, 1(2.5%) of respondents replied that their attitude towards performance appraisal practice is very bad. Here we can understand that even if the majority of employees have positive attitude towards performance appraisal practice, some employees have a negative feeling. So the college should take corrective action towards performance appraisal practice to create harmonious working environment.

4.3 General information about respondents

This section was designed to indicate the background of respondents with regard to sex, age, educational status and work experience.

Table 9:Academic staff personal information of respondents

No	Variable	Description	Frequency	Percentage
1	Sex	Male	191	70.0%
		Female	82	30.0%
		Total	273	100%
2	Age	18-20	3	1.1%
		21-30	171	62.6%
		31-45	89	32.6%
		Above 45	10	3.7%
		Total	273	100%
3	Educational level	Certificate	6	2.2%
		Diploma	62	22.7%
		First degree	194	71.1%
		master & above	11	4.0%
		Total	273	100%
4	Year of services	Below five years	17	6.2%
		5-10 years	213	78.0%
		Above 10 years	43	15.8%
		Total	273	100%

Source: questionnaire2012

As it is indicated in the table 4.2, 191(70.0%) of respondents are male and the remaining 82 (30.0%) of them are female. This shows that there is male's dominance over females in that college.

Regarding to the age 3(1.1%) of respondents are ''between'' 18-20, 171(62.6%) of them are ''between'' 21-30, 89(32.6%) of respondents are between 31-45, and the remaining 10(3.7%) of them are above 45 years. From this it can be conclude that the majority (62.6%) employees of the college were at the productive age. This implies that the college has young age working force and it is opportunity to the college to use these forces utmost.

Regarding to educational level 6(2.2%) of respondents are certificate holders, 62(22.7%) of them are diploma holders, 194(71.1%) of respondents are 1st degree holders, and the remaining 11(4.0%) of the respondents are master and above. This shows that the college has well educated man power and they can contribute to the college's success more and more.

Regarding to year of services, 17(6.2%) of the respondents have been serving below 5 years, 213(78.0%) of them have been serving from 5-10 years, and the remaining 43(15.8%) of them have been serving above 10 years. This shows that the college has more experienced employees.

4.4. Questions related to the study of academic staff

Table 10:participation of employees in performance appraisal process

NO	Item	Response	Frequency	Percent (%)
1.	Do you have voted to participate in the appraisal process?	Yes	51	69.9%
		No	22	30.1%
		Total	73	100%

Source: questionnaire2012

As shown in the above table 4., 51(69.9%) of respondents said that, they have been voted to participate in the appraisal process. While the majority, 22(30.1%) of the respondents said that, they have not been voted to participate in the appraisal process. From this, it is possible to conclude that the college did not give equal participation in appraisal process to all employees. That means the majority (69.9%) of employees did not participate in the appraisal process. Actually, employee participation would ensure a favorable atmosphere for implementation and

creates smooth employee-management relationship in the college which in turn helps to boost employees work performance.

Table 11:the practice of performance appraisal for Administrative staff

NO	Item	Response	frequency	Percent
2.	Is there formal performance appraisal practice in your organization?	Yes	45	61.6%
		No	28	38.4%
		Total	73	100%

Source: questionnaire2012

As observed from the above table4.16, from the total number of respondents 45(61.6%) of them responded that, there is formal performance appraisal practice and the remaining, 28(38.4%) of the respondents said that there is no formal performance appraisal. We can conclude that, relatively there is formal performance appraisal practice in that college.

Table 12:periodical evaluation of employee's performance

NO	Item	Response	frequency	Percent
3.	Are employees evaluated periodically in your college?	Yes	58	79.5%
		No	15	20.5%
		Total	73	100%

Source: questionnaire2019

As shown from the above table 4.17, the majority of respondents 58(79.5%) responded that, they have not been evaluated periodically whereas the remaining 15(20.5%) responded that, they have been evaluated periodically. Based on the majority of respondents we can conclude that the college has not been evaluate employees' performance periodically. If employees are not evaluated periodically, they would become careless for their work which also leads the college ineffective.

Table 13:Standards /criteria's to evaluate performance appraisal

No	Item	Response	Frequency	percent

4.	What are the criteria/standards used to evaluate employees performance in you college?	Quality of work	20	27.4%
		Quantity of work	7	9.6%
		Time line	5	6.8%
		Work effectiveness	41	56.2%
		Total	73	100%

Source: questioner 2012

As stated in the above table 4.20, among the total respondents 20(27.4%) described that the employees performance is evaluated based on quality of their work, 7(9.6%) of respondents replied that the employees performance is evaluated based on the quantity of their work, 5(6.8%) of respondents described that the employees performance is evaluated based on the time line of their work , the remaining 41(56.2%) of respondents replied that the employees performance is evaluated based on their work effectiveness. According to the above data we can conclude that this college uses all the above criteria as a standard to evaluate employee's performance. But most of the time it uses the criteria of work effectiveness as a bench mark to evaluate employee's performance.

Table 14:Problems related to performance appraisal practice

No	Item	Response	Frequency	Percent
5.	What problems are faced in your organization during conducting performance appraisal practice	Evaluate based on most recent performance	48	65.8%
		Evaluate all in one dimension	25	34.2%
		Discrimination	0	0.0%
		Total	73	100%
6.	What is the reason for the problem arise on question number"7"?	System design problem	32	43.8%
		Ratters problem	13	17.8%
		Problem from employees	28	38.4%

		Total	73	100%

Source: questioner 2012

As stated in the above table 4.21, item 7, 48(65.8%) of respondents replied that the problem faced during conducting performance appraisal practice is evaluating based on most recent performance, 25(34.2%) of respondents described that the problem faced during conducting performance appraisal practice is evaluating all in one dimension, the remaining 32(43.8%) of respondents replied that the problem faced during conducting performance appraisal practice is due to discrimination among employees. We can conclude that the problem faced during conducting performance appraisal practice is evaluating based on most recent performance.

As shown in the above table 4.8, item 8, 13(17.8%) of respondents described that the reason for the problem arises on question number ‘’7”” is system design problem, 28(38.4%) of respondents replied that the reason for the problem arises on question number ‘’7’’ is rater’s problem, the remaining 14(35.0%) of respondents described that the reason for the problem arises on question number ‘’7’’ is problems from employees. From this we can understand that the reason for the problem arises on question number ‘’7’’ is rater’s problem.

Table 15:problems due to the absence of performance appraisal

No	Item	Response	Frequency	Percent
7.	What problems exist if there is absence of performance appraisal?	Lack of commitment towards job	26	35.6%
		Reduce Productivity of employees	17	23.3%
		Incompetence with others	30	41.1%
		Total	73	100%

Source: questioner 2019

As indicated in the above table 4.24, 26(35.6%) of respondents describes that lack of commitment towards job is exist, 17(23.3%) of respondents replied that the absence of performance appraisal leads to reducing productivity of employees, the remaining 30(41.1%) of respondents replied that incompetence with others is the major problem. From this we can

understand that the existence of performance appraisal practice is important to reduce the above problems.

Table 16:employees' attitude towards performance appraisal practice

No	Item	Response	Frequency	Percent
8.	What is your attitude towards performance appraisal practice in your college?	Very good	32	43.8%
		Good	41	56.2%
		Bad	0	0%
		Very bad	0	0%
		Total	73	100%

Source: questioner 2019

As shown in the above table 4.26, 32(43.8%) of respondents replied that, they have very good attitude towards performance appraisal practice, 41(56.2%) of respondents also described that they have a good attitude towards performance appraisal practice, 0(0%) of respondents also described that they have a bad attitude towards performance appraisal practice, 0(0%) of respondents replied that their attitude towards performance appraisal practice is very bad. Here we can understand that even if the majority of employees have positive attitude towards performance appraisal practice, some employees have a negative feeling. So the college should take corrective action towards performance appraisal practice to create harmonious working environment.

4.5 interview analysis

Interview is one of the primary sources of data that the researchers used to complete this study. This data was collected by conducting a face to face interview with director of human resource department. The researchers raised the following questions to the director of human resource department of the college.

What are the major problems underlined with performance appraisal practice in your college?

As per the response provided by the director of human resource department, the following problems are mentioned.

- ✓ Unfair treatment and rewarding systems
- ✓ Misunderstanding b/n employees and their supervisor

- ✓ No proper and fair training and development practice
- ✓ Employee turnover and absenteeism

What are the possible mechanism to minimize these problems?

The director responded that, there are different methods to minimize these problems which includes, identifying and understanding the potential problems and solutions like clarifying standards for each, using appropriate or the right appraisal method, training appraisers to reduce rating error, giving ongoing feedback to the employees to know how they are doing their task, providing proper training and development program, practicing fair and clear rewarding system, and creating an open door communication and discussion with employees on a periodic bases.

CHAPTER FIVE

5. SUMMARY, CONCLUSION AND RECOMMENDATION

5.1. Summary of major findings and conclusion

Individual performance is the foundation of organizational performance. Improving individual performance therefore is critical for the success of every organization. Failure to have a proper employee's performance appraisal system may lead to failure of the organization. Based on the investigation the researcher would made the following conclusion.

- ❖ In Wolkite poly technic college there is male dominance over females.
- ❖ Regarding to the age most of the employees are found at the range of 31-45 years. That is, they are energetic, workable and active to change.
- ❖ As per the educational level of the sample respondents, 66.2% have first degree and above.
- ❖ As the study shows, most of the employees did not participate in the appraisal process.
- ❖ Relatively there is formal performance appraisal practice in w0lkite poly technic college.

- The main purpose of performance evaluation result is to identify effective and ineffective employees and to give training and development for employees who are ineffective in their performance.
- Most of the time Wolkite poly technic college uses the criteria of work effectiveness as a bench mark to evaluate employees' performance.
- Evaluating employees' performance by using most recent performance is the determinant problem in that college.
- Appraisers did not make decision based on the appraisal result in the college.
- Even if the majority of employees have a positive attitude towards performance appraisal practice, some employees have a negative feeling.
- Regarding the perception of the employees on performance appraisal practice in the college, majority of respondents revealed that performance appraisal is useful for the existence and the success of organizational goal achievement. The survey result indicates that; immediate supervisor is responsible to appraise employees' performance in the college. This is because supervisors are the one who is the most familiar with individual's performance and he has the opportunity to observe the actual performance of the employees.

5.2 recommendations

Based on the problems identified from the sample respondents of WPTC, the following recommendations are suggested and forwarded to alleviate or at least to minimize the problems encountered by the college and to improving the performance appraisal practice of the college.

Even though formal performance appraisal is practice in the college, the system was not clearly defined and well developed. So, the concerned management body is advised to take radical measurement to improve the appraisal system of the college.

Before the employees' performance evaluation is takes place/held, the evaluators are advised to evaluate themselves. That is, it is better to examine their own attitudes, feelings and behavior towards the employees that they are going to evaluates.

Appraisers should arrange the scheme of evaluation by communicating with the employees or they should tell them where and why they are going to evaluate.

It is better the appraisal process to be open, participative, objective oriented, provide ongoing feedback, the technique to be practically viable to administer, possible to implement and economical to undertake continuously and also it is better to job related.

The management of the college is better to give adequate training for appraisers in how to appraise employees' performance without any bias. Appraiser is also undertaking training philosophy and technique of appraisal.

The management is advised to make decision based on the appraisal result of employees to improve their performance, to take required corrective measurement action or for other related human resource decisions like rewards, promotion, transfer etc.

Even if the majority of employees have a positive attitude towards performance appraisal practice, some employees have a negative feeling. So, the college is advised to take corrective action towards performance appraisal practice to create harmonious working environment.

In general, the college has not made sufficient attempts to satisfy employees for better work performance through creating good performance appraisal system. Hence, in order to have well motivated employees who can perform better at work place, the management of the college is advised to consider the system of; salary, reward, career development, participation, safety and healthy work environment of the college. This is due to the fact that these variables are the determinant factors which affects the performance of the employees in particular and the objective of the college at large.

Finally, what we want to recommended/advised here is that the management advised to give a great emphasis and attention for the performance appraisal practice. Because it plays a great role for the existence of the college and for its achievement.

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APPENDIX -1
WOLKITIE UNIVERSTIY

FACULTY OF BUSINESS AND ECONOMICS

DEPARTMENT OF MANAGEMENT

Dear respondents, this is a questionnaire prepared by graduate students of Wolkite University in department of management. The main objectives of this questionnaire is to gather

appropriate and clear information which is used to conduct a research on the assessment of performance appraisal system in case of Wolkite poly technic college. Hence, we would like to appreciate your willingness to participate in this study and we are very kindly request your sincere cooperation to reply all questions faithfully with full information as accurate as possible. The information that you provide will kept confidentially.

General Instruction:

1. No need of writhing your name or your address.
2. Indicate your responses by putting (√) mark in a box corresponding to each choice and write appropriate answer on provided space.

PART ONE: PERSONAL INFORMATION

1. Gender: male ☐ female ☐

2. Age: 18-20 ☐ 20-30 ☐ 31-45 ☐ Above45 ☐

3. Year of service: below 5 years ☐ 5-10years ☐ above 10 years ☐

4. Education level: certificate ☐ diploma ☐ degree ☐ master and above ☐

PART TWO: QUESTIONS RELATED TO RESEARCH OBJECTIVE

- Do you have voted to participate in the appraisal process? Yes ☐ no ☐
- Is there formal performance appraisal practice in your organization? Yes ☐ no ☐
- Are employees evaluated periodically in your college? Yes ☐ no ☐
- What are the criteria/standards used to evaluate employee's performance in your college?

Quality of work ☐ quantity of work ☐ time line ☐ work effectiveness ☐

- What problems are faced in your organization during conducting performance appraisal practice?

  Evaluate based on most recent performance ☐ evaluates all in one-dimension ☐ discrimination ☐
- If any other specify it_____
- What is the reason for the problem arises on question number "7"?

System design problem ☐ rater's problem ☐ problems from employees ☐

- What problems exist if there is absence of performance appraisal? Lack of commitment towards job ☐ reduce productivity of employees ☐ in competence with others ☐
  If any other specify it_____
- What is your attitude towards performance appraisal practice in your college?
  Very good ☐ Good ☐ Bad ☐ very bad ☐

Interview questions

1. What are the major problems underling with performance appraisal practice in your college?

2. What are the possible mechanism to minimize these problems?