

**THE ASESSMENT OF RESULT ORIENTED PERFORMANCE APPRAISAL
PRACTICE IN CASE OF AWASH BANK WOLKITE BRANCH**



**WOLKITE UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF MANAGEMENT**

**A RESEARCH ESSAY SUBMITTED IN PARTIAL FULFILLMENT OF THE
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**WOLKITE UNIVERSITY COLLEGE OF BUSINESS AND
ECONOMICS UNDER GRADUATE STUDIES DEPARTMENT OF
MANAGEMENT**

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APPROVED BY BOARD OF EXAMINERS

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Abstract

This research aimed to evaluate result-oriented performance appraisal at Awash Bank's Wolkite Branch. The study sought to achieve three specific objectives: to identify the methods employed for evaluating result-oriented performance appraisal, to describe employees' perceptions of this appraisal system, to identify major problems that affect the result oriented performance appraisal. A descriptive research design was utilized, employing both primary and secondary data sources. Primary data were gathered through questionnaires and structured interviews. The census method was used to select respondents, resulting in data collection from all 20 employees, as well as insights from top-level managers through personal interviews. The researchers employed both quantitative and qualitative methods to analyze the results. Findings indicate that significant issues in performance appraisal include unfair evaluations, discrimination based on certain factors, failure to consider all tasks performed by employees, a tendency to rate all employees uniformly, and delays in providing feedback. Furthermore, the primary methods utilized for performance appraisal include questionnaires, work standards, evaluation committees, and subordinate assessments. The outcomes of performance appraisals are utilized for rewarding employees, implementing salary increments, promotions, and providing moral incentives, ultimately aiding the bank in achieving its objectives effectively. The researchers recommend that the bank enhance employee awareness of result-oriented performance appraisal. Additionally, the Human Resources department should implement effective training programs for supervisors to improve their appraisal skills. Awash Bank's Wolkite Branch should also develop an objective-oriented training needs assessment to facilitate continuous training, thereby fostering better results-based management.

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CHAPTER ONE

INTRODUCTION

1.1. Background of the study

"Performance appraisal is the process of determining and communicating to an employee how he or she is performing on the job as establishing a plan of improvement. When properly conducted performance appraisal not only employees know how well they are performing but also influence their future level of effort and task directions". (Bayars, 2009;289)

The history of performance appraisal is quite brief. Its roots in the early 20th c can be traced to Taylors pioneering time and motion studies. But this is not very helpful. For the same may be said about almost everything in the field of modern human resource management. As a distinct and formal management procedure used in the evaluation of work performance, appraisal really dates from the time of Second World War not more than 60 years ago. It begins as simple methods of income justification. (Http... www.performance appraisal.com)

Result oriented performance appraisal system is method of performance appraisal that used to evaluate employees based on their task performed. It promotes adverse, high performance work force by implanting and maintaining effective management. Its main objective is to measure employees based on what they achieved. (www.apps.gov/human capital/standard)

Different organizations are using result oriented performance appraisal to evaluate their employee's performance. But according to some employees suggestion there have been problems regarding to result oriented performance appraisal. So this study tries to assess those problems in Awash bank Wolkite branch.

1.2. Statement of the problem

In any organization one of the ways to enhance organizational performance is positively influence the labor component of productivity. Result oriented performance appraisal is one way of influencing employees to achieve organizational goals. It creates motivation on employees and increases organizational productivity. Providing the feedback to the employees with aim of motivating the person to eliminate performance deficiencies (Desler, 2003).

Although result oriented performance appraisal has the above purpose some employees believed that some public enterprise have problems regarding the result oriented performance appraisal. The problems, such as unfair evaluation and some evaluation errors like evaluate all subordinate on one dimension, evaluating employees. on most recent work performance, discrimination based on personal characteristics and using high or low rating. The results of a performance appraisal provide the organization with recommendations for making administrative and developmental decisions. Performance appraisal assessments are linked to decisions about an employee's promotion, awards, transfer, training, and career planning, etc. As a result, organizations must implement an appraisal process that aids in individual career development as well as organizational growth.

According to Workie, (2000) refers general lack of knowledge; experience and skill, rating employees based on an overall impression resulting from one or few incident bad or good, rating influenced by the most recent behavior, allowing past performance appraisal ratings to unjustly influence current rating, refers in-effectiveness in observing and documenting performance and vagueness of criteria and standards of performance are some of the problems. Other common problems that occur with appraisal include lack of regular feedback instead of taking difficult issues at the right time feedback is stored and given in piece at appraisal time, it is often view as tedious routine and inadequately trained appraisal. From the recommendation part of previous researcher the problem is critical issue, therefore this study were tried to conduct further investigation toward result oriented performance appraisal in Awash Bank Of Wolkite Branch. (Barako, 2024)

1.3. Research Questions

So the study tries to answer the following basic questions.

1. What methods does the organization use to evaluate its employees?
2. What is the perception of employees towards result oriented performance appraisal?
3. What are the major problems that affect result oriented performance appraisal?

1.4. Objective of the study

1.4.1. General objective

The general objective of the study is to assess the problem related to result oriented performance appraisal in Awash bank Wolkite branch.

1.4.2. Specific objectives

The specific objectives of the study are

- I. To identify the methods used for evaluate result oriented performance appraisal.
- II. To know the perception of employees towards result oriented performance appraisals.
- III. To identify the major problem that affect result oriented performance appraisal.

1.5. Significance of the study

- ❖ It will be used as reference for other researchers who intend to further investigation.
- ❖ It helps mangers of the organization to recognize the factors affecting result oriented performance appraisal and take corrective measures.
- ❖ The study could help the student researchers to acquire more insight and experience of conducting research.
- ❖ It may serves as a lesson for other organizations that are practicing similar work.

1.6.Scope of the study

Assessing all about result oriented performance appraisal will be unmanageable so, the paper deals with the criteria of the evaluation, the major problems and employees attitude towards result oriented performance appraisal. Due to time and budget

constraints the study will be conducted in a single organization i.e. Awash bank Wolkite branch and all employees of the bank were included in the study.

1.7. Limitations of the study

The study is going to be studied at Awash bank Wolkite branch, so sample for this study is restricted to employees and a professional manager who works in Awash bank Wolkite branch and other bank branches that are located outside of Wolkite region were not taken in to account. This is due to the constraints of time, resources, and place. The study fails to cover other methods of performance appraisal rather than result oriented.

1.8 organizations of the paper

The paper will be organized into five chapters these are listed down.

The first chapter gives an introduction about the study. It includes background of the study, statement of the problem, significance of the study, objective of the study, scope and limitation of the study and organization of the study. The second chapter is about literature review. It contains detail about result oriented performance appraisal and covers topics like performance appraisal method, purpose of performance appraisal and the like. The third chapter is about research methodology containing target population, sampling technique, type and source of data, data gathering method and method of data analysis. The fourth chapter is about data presentation and analysis and the last chapter is about summary, conclusion and recommendation.

CHAPTER TWO

REVIEW RELATED LITERATURE

2.1. Definition

The term “performance appraisal” refers to the regular review of an employee’s job performance and overall contribution to a company. Also known as an annual review, performance review or evaluation, or employee appraisal, a performance appraisal evaluates an employee’s skills, achievements, and growth, or lack thereof. (www.investopedia.com)

Companies use performance appraisals to give employees big-picture feedback on their work and to justify pay increases and bonuses, as well as termination decisions. They can be conducted at any given time but tend to be annual, semiannual, or quarterly.

Performance appraisal is a process for evaluating and documenting how well an employee is carrying out his or her job. It is part of a company’s performance management system.

Performance appraisals are based on the employee’s progress against goals set once a year with his or her manager. Usually, employees and managers will have check-ins throughout the year; at the end of the year the manager assigns an overall rating.

The appraisal process gives employees feedback on their work, helps managers make decisions about pay increases and bonuses, and identifies areas that need improvement. Ongoing poor performance can lead to reprimands or termination. (www.bdc.ca)

Performance appraisal is the process of determining and communicating to an employee how he or she is performing on the job and, establishing a plan of improvement when properly conducted performance appraisals not only let employees know how well they are performing but also influence their future level of effort and task direction. Effort should be enhanced if the employee should be classified through the establishment of a plan for improvement (Byars, 2009; 289).

A more comprehensive definition of performance appraisal is a formal, structured system of measuring and evaluating on employees job related behavior's and out comes to discover how and why the employee is presently performing on the job and how the employee can perform effectively in the future.

Performance appraisal is defined as evaluating an employee's current or past performance relative to his/ her performance standards.

Many factors contribute to effective individual performance. These include:

- A clear role description and objectives that outline what is expected of an employee
- An effective process that helps the employee meet targets and objectives
- A tracking and feedback system that helps employees understand their performance
- Active rewards and recognition programs that allow employees to take pride in their successes
- Training programs that help employees learn fundamental skills
- Coaching support to help employees continuously improve

2.1.1. Purpose of performance appraisal

Performance appraisal of employees serves useful purposes they are

A scientifically done appraisal provides vital information which can greatly help in making and enforcing decisions regarding promotions, pay increases termination and transfers. It permits each individual to be considered on the same basis as everyone else.. A sound performance appraisal system can be of great use to a man power planner when confronted with the task of preparing a succession planning scheme. Systematized performance appraisal provides information on which performance comparison can be made.

A good performance appraisal system helps in employee's development. The weakness once identified can be removed either by providing necessary training or through proper placement.

Appraisal result may be used to counsel with each employee about his future development this can be accomplished when the supper visor reports on the evaluation and tells each individual how he is doing and how he can improve.

Performance appraisal provides a basis for the development guide for each reason. This guide should include identification of the individual's position for which seems best qualified, the limitations or training needs derived from a comparison of appraisal results with position requirements and recommendations for training to fill out the person's competence a schedule showing the development program should also be provided. This schedule will disclose when the candidate can be promoted to the next higher position with promise of successfully carrying out he/she duties (Hendry, 1995:161).

2.1.2. The role of appraisal in managing performance

Many experts feel that traditional appraisal doesn't improve performance and may actually backfire. They argue that most performance appraisal systems neither motivate employees nor guide their development furthermore, "they cause conflict between supervisor and subordinate and lead to dysfunctional behaviors. The traits measured are often personal in nature, and "who like the idea of being evaluated on his/her/ honesty, integrity team work, compassion cooperation objectively. In fact, traditional can be useless or counterproductive. Researchers in Korea recently found that even discussion and goals were clearly set and career issues discussed few of the reviews had a positive impact on the employees subsequent job performance. In a study of almost 300 managers from mid western U.S companies 32% rated their performance appraisal as "very in effective", while only 4% rated them". Effective to a large extent "Another survey of 181 manufacturing and service organizations conducted that 11% had stopped using annual appraisals, while 25% more planned to discontinue them within two years.

Some argue for dumping appraisals entirely. For example quality management expert like W. Edwards Deming basically argue as follows : they say the organization is a system of interrelated parts, and that an employee's performance is more a function of factors like training communication tools and supervision than of his or her own motivation.

Furthermore, performance appraisal can have anticipated consequences forced distribution appraisal in particular can undermine team work. These experts were therefore very skeptical about traditional appraisal methods. (Dessler, 2004;265).

2.2. Performance appraisal method

This section will discuss each of the following performance appraisal method
Goal setting or management by objective (MBO) management by objective (MBO) consists of establishing clear and precisely defined statement of objectives for the work to be done by an employee. Establishing an action plan indicating how those objectives are to be achieved, allowing the employee to implement the action plan, measuring objective and taking corrective action.

2.2.1 Multi – rater Assignment (or 360- degree feedback)

One currently popular method of performance appraisal is called multi rather assessment of 360 degree feedback. With this method, managers, peers, customers, suppliers or colleagues are asked to complete questionnaire on the employee being assessed the person assessed also completes a questionnaire.

2.2.2 Work standard approach

This method of performance appraisal involves setting a standard or an expected level of output and then comparing each employee's level to the standards.

2.2.3 Essay appraisal

This is method of performance appraisal in which the rater prepares a written statement describing an individual's strengths weaknesses and past performance as a basis for evaluating the employee's performance.

2.2.4 Critical incident appraisal

This is method of performance appraisal in which the rater keeps a written record of incidents that illustrate both positive and negative behaviors of the employee. The rater then uses these incidents as a basis for evaluating the employee's performance.

2.2.5 Graphic rating scale

This method of performance appraisal requires the rater to indicate on scale where the employee rates on factors such as quantity of work, dependability, job knowledge, and cooperativeness.

2.2.6 Check list method

Method of performance appraisal in which the rather answers with asses or no a series of questions about the behaviors of the employee, being rates.

2.2.7 Ranking method

Methods of performance appraisal in which the performance of an employee is ranked relative to the performance of others (Byars, 2009:296).

2.3 Potential problems in performance evaluation

2.3.1. Opposition to evaluation

Most employees are worry of performance evaluation perhaps the most common fear is of subjectivity on the part of the rather subjective bias and favoritism are real problems that create opposition to most performance evaluation systems these fears are hidden, however, and other more general arguments are provided (Invancevich, 1998:294).

2.3.2. System Design and operating problems

Performance evaluation systems break down because they are poorly designed. The design can be blamed if the criteria for evaluation are poor, the technique used is cumbersome, or the system is more form than substance. If the criteria used focus solely on activities rather than output or on personality traits rather than performance the evaluation may not be received (Invancevicdh, 1998:294).

2.3.3. Rater problem

Even if the system is well designed, problems can arise if the rater will not be cooperative and well trained.

Such problems includes

❖ Leniency or Harshness error

Leniency or Harshness error performance evaluations require the rater to objectively reach a conclusion about performance being objective is difficult for everyone some raters are see everything as good these are lenient raters, other raters see everything as bad these are harsh raters.

Halo effect it is a problem, which arises in performance evaluation when a supervisors rating's of subordinate on one trait bias the ratings of the person on other traits. Halo error can be either negative or positive.

❖ Recent behavior bias

Recent behavior bias Thirsting error occurs when a manager evaluates employees on work performance most recently, using one or two months prior to evaluation.

Contrast effects individual evaluation techniques each employee is supposed to be rated without any regard to another employees performance

❖ **Personal bias error**

Personal bias error a person bias rating error is an error related to a personal bias held by a supervisors some can be conscious such as discrimination against someone because of appraisal's personal characteristics like age, sex and race (Ivancevich, 1998:295).

2.4. Role of supervision in appraising performance

2.4.1 The immediate supervisor's

Supervisor's rating is the heart of most appraisals. This makes sense. The supervisor should be and usually is in the best position to be and evaluate the subordinate's performance. And is responsible for that persons performance traditionally the persons direct supervisors his or her performance however other options are critically available and are increasingly use.

2.4.2 Peer Appraisal

With more firms using self management teams, peer to team appraisal. The appraisal of an employee by his or her peers is becoming more popular. For example, an employee chooses an appraisal chair person each year. That person then selects one supervisor and there other peers to evaluate the employee work.

2.4.3 Rating committee

Many employers use rating committees. These committees usually contain the employee's immediate supervisors and three or four other supervisors. Using multiple others can be beneficial while there may be discrepancy in ratings by individual supervisors, the composite ratings tend to be more reliable, fair and valid such ratings have higher inter rater reliability or consistency than do ratings obtained from several peers

2.4.4 Self rating

Should employees appraise themselves the basic problems of course are the employees usually rate themselves higher than they are rated by supervisors or peers? In one study, for instance, it was found that when asked to rate their own job performances, 40% of employees usually rate themselves in the top 10% ("one of the best" While virtually all remaining employees rated themselves either in the top 25% (well above

average”) or at least in the top 50% (“above average”) usually no more than 1% or 2% will place themselves in below average category.

2.4.5 Appraisal by subordinates

More firms today let subordinates rate their supervisor’s performance a process, some call upward feedback. The process helps top managers diagnose management style, identify potential “people” problems and take corrective action with individual managers as required (Dessler, 1999:258).

2.5. Eliminating rating errors

Behavior based rating scales were originally designed to help eliminate the kinds of rating errors just described but when such scales didn’t demonstrate more on the rating process. In other words more recent efforts to improve performance evaluations in organizations have centered on helping raters to more accurately observe, recall and report behaviors.

2.5.1 Rater training

One popular way to improve managers’ ability to conduct effective performance appraisals is through rater training programs many types of programs exist differing in focus, cost and direction the two most popular types of rater training programs designed to eliminate common rating errors such as halo error and training programs designed to improve the supervisor’s observation and recording skills.

Programs dealing with errors do seek to eliminate many of these from ratings. In addition, even short relatively inexpensive programs are effective at accomplishing this goal. However, there is much less evidence that this kind of training actually increases the accuracy of appraisals programs focused on observation and recording skills may offer greater improvement in accuracy than those that simply focus on errors.

2.5.2 Avoiding problems with employees

For the evaluation system to work well the employees must understand it and feel that it is a fair way to evaluate performance in addition they must believe that the system is used correctly for making decisions concerning pay increases and promotions. Thus for a performance evaluation system to work well, it should be as simple as possible unnecessary complexity in rating forms or other evaluation procedures can lead to dissatisfaction among employees the system should also be

implement in a way that fully informs employees about how it is going to be sued (Ivancevich, 1998:287).

2.5.3 The feedback interview

An effective performance evaluation system involves two way communications. That is there must be active communication between the supervisor and the subordinate about performance. Evaluation should not be viewed simply as once a year completion of rating forms on the contrary. It is a continuing process.

To help with the communication the supervisor should hold an evaluation interview with each subordinate in order to discuss his or her appraisal and to set objectives for the upcoming appraisal period. In addition experts advise that actions concerning the employee's development salary should not be discussed during this interview. Thus although most organizations with formal evaluation systems give employees feedback many are not doing in the best way possible.

Normal major describes three generally used approaches to these interview situations tell and sell tell and listen and problems solving research on when indicates that tell and sell approach is best for new and experienced employees and that the problem solving approach which encourages employees participation is useful for more experienced employees especially these with strong work ethics although these types of interview differ in terms of the supervisors behavior, effective evaluation feedback sessions share a number of characteristics annual discussions of performance should include.

- i. Review of overall progress
- ii. Discussions of problems that were encountered
- iii. Agreement about how performance can be improved
- iv. Discussion of how current performance fits with long range career goals.
- v. Specific action plans for the coming year how to reach short and long term objectives (Ivancevich, 1998:288).

2.6. Performance related pay

According to irrigation performance related pay stands in contrast to the philosophy which had animated the design of managerial pay system for much of the post war era.

This had emphasized service involving the acquiring of experience through steady job nature and incremental pay scales. The scope for continuing pay progression through a typical 5-8 point incremental scale was an encouragement to continue in past, while a series of stepped bands promised further progression band width and overlap fitting jobs within the class, and getting the differentiates and increasingly underpinned both managerial and blue collar pay structures as the use of incentives declined. Such systems however, were essentially inward looking and tied to state conceptions of the organization and its environment. This was reflected in the criticisms increasingly made of job evaluation that it promoted bureaucracy was costly rigid and inflexible and failed to respond to change consequently been rapidly changing nature of jobs in many sectors.

Pressures for such change are nicely illustrated in a consultancy report on the banking sector which for so long typified the traditional model with its emphasis in quality, hierarchy, control and permanently defined jobs.

- i. Traditional salary structured and incremental scales are acting as a brake on change and inhibition flexibility. They are too strongly related to length of service and inhibit sideways career development use.
- ii. There is an ever universal view that performance related pay needs to occupy a greater part of the total remuneration package; the present systems are felt to discriminate not at all between the excellent and the adequate performer.
- iii. There is a feeling that the conventionally generous benefits within the financial sector need to be provided on a more selected basis. Regional pay variation for example would substantially reduce bank costs.

Put simply performance related pay is about making a proportion of pay dependent on some objectively defined criteria. This may range from company profits to specific individuals output targets, varying according to the nature of the job. As such PRP is more of strategy or approach than a system it embraces a great variety of schemes and different motivations (Hendry, 1995:304)

2.7. Identifying and measuring employee performance

Performance is essentially what an employee do or does not do. Employee performance that affects organizational performance

- Quantity of out put
- Quality of output
- Timelines of out put
- Presence at work
- Cooperativeness

Linkage between strategy out comes and organizational result organizational strategy.

- Performance management practice
- Identify expected performance levels
- Measure individual performance then evaluate
- Provide feedback on individual performance
- Provide assistance as needed
- Reward or discipline based on performance

Employee performance management outcomes

- Development
- Productivity
- Advancement
- Discipline
- Pay raises
- Termination
- Organizational results
- Goal met or not met

Obviously other dimensions of performances might be appropriate in certain jobs, but those listed are common to most. However there are general specific job criteria which are jobs performance dimensions that identify the elements that are most important in a specified job. (Jacason; 2008:89)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 The research design

The research design which was conducted in this study is descriptive type of research in order to describe the existed situations and also it aims to systematically obtain information to describe a result oriented performance appraisal. More specifically, it helps answer the what, when, where, and how questions regarding the stated research problems.

3.2 Data Source and Collection Tools

The data for the study uses both primary and secondary data. The primary data was obtained from employees of Awash Bank Wolkite Branch. The primary data was collected to know employee's attitude towards result oriented performance appraisal. Primary data was collected by structured questionnaires and interviews. Structured questionnaire method of collection is selected because it is relatively quick to collect information and the result of the questionnaire can be easily and quickly quantified. The secondary data sources were obtained from both published and unpublished documents like, books, internet and other publication materials including the selected Bank reports.

3.3 Procedures of Data Collection

The primary data for this research was collected using a survey questionnaire. Before distributing the questionnaires, pre-testing was conducted on few employees to test the relevancy and accuracy of the designed questionnaire and to know how respondents understand the questions. The questionnaire was revised based on the pre-test information. The respondents were informed that, the response is confidential, the data will be reported in aggregate and will be used for academic purpose only. The primary data was collected by distributing questionnaires to the employees of the Awash Bank Wolkite branch by the researcher herself.

3.4 Target Population

The target population for this research study was employees of Awash Bank Wolkite Branch. I selected them because of the main topic which is result oriented performance appraisal is directly related with the employees of the selected Bank. To

increase the accuracy of the research the researcher was included all of the employees of Awash Bank Wolkite Branch as target population.

3.5 Sampling

Sampling involves any procedure that draws conclusions based on measurements of a portion of the population (Zikmund et al, 2009).

The researcher used census survey to collect data from employees. The reason for this is to cover all employees. There were small numbers of employees in the bank; to increase the accuracy the researcher used this type of method.

3.6 sample size

The study population comprised all 20 employees at the Wolkite Main Branch of Awash Bank. Given the manageable size of the target group, a census sampling approach was adopted to ensure comprehensive data collection directly from the entire population. This method eliminated sampling bias and allowed for holistic insights into the variables under investigation.

3.7 Instruments of data collection

The primary data was collected using questionnaire form for employees and Structured interview for the manager in order to achieve the study. Secondary data was collected after verifying their accuracy before using them.

3.8 Data processing and analysis

The desired data was collected using qualitative and quantitative method. After the desired data were carefully gathered the quantitative data were processed and analyzed precisely using table and percentage. Secondary data and interviews were described by word without any numerical measures

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

This chapter outlines the methodology, analysis, and interpretation of data collected for the study. A structured questionnaire was administered to gather primary data from employees of Awash Bank. The target population consisted of 20 employees, selected purposively based on their roles and accessibility. Out of the 20 questionnaires distributed, 17 were completed and returned, yielding a response rate of 85%. The collected data were systematically organized, analyzed, and interpreted using descriptive statistical methods. Results are presented in tabular form to enhance clarity and facilitate comparative analysis. The findings provide insights into key variables under investigation, which are discussed in detail in subsequent sections. This chapter summarizes the data collected from awash bank Wolkite branch through questionnaire and interview.

Table 4.1. General characteristics of the respondents

Table 4.1.1 Sex and age structure of respondents

	Item		No	Per cent
1	Sex	Male	13	76.5
		Female	4	23.5
		Total	17	100
2	Age	<25	4	23.5
		25-35	11	64.7
		36-45	2	11.8
		>45	0	0
		Total	17	100

Source : Own questioner, 2025

Item 1 table 4.1.1. Represent the sex composition of the respondent in Awash bank Wolkite branch. Out of 17 respondents 13(76.5%) were males and the remaining 4(23.5%) were females. This suggests that the workforce in this context is largely male-dominated.

- This data interpretation highlights a clear gender disparity within the bank's workforce. The overwhelming majority of male respondents may reflect broader industry trends or specific hiring practices that favor one gender over another. This imbalance could impact team dynamics, diversity of thought, and the overall workplace culture.

Implications for the Bank: The data suggests that the bank may need to assess its recruitment and retention strategies to promote a more balanced gender representation.

A diverse workforce can enhance creativity, improve decision-making, and better reflect the customer base. Addressing this imbalance could lead to a more inclusive environment and potentially improve employee satisfaction and performance.

Item 2 table 4/1.1 of describes the age composition of the respondents. Out of the total respondents 23.5% are less than 25 years, 64.7% were found the age group of 25-35, 11.8% were 36-45 and There is no employee above the age of 46.

This data interpretation is that the bank's workforce is predominantly young, which can lead to a dynamic and innovative environment. A younger workforce may be more adaptable to change, open to new technologies, and willing to embrace modern work practices, but it may also raise concerns about experience and mentorship within the organization.

This data interpretation is that the bank's workforce is predominantly young, which can lead to a dynamic and innovative environment. A younger workforce may be more adaptable to change, open to new technologies, and willing to embrace modern work practices.

Implications for the Bank: The age structure data suggests that the bank has a strong foundation of young talent and the bank may need to focus on developing training programs and mentorship opportunities to bridge any experience gaps. Additionally, attracting and retaining older employees could enhance institutional knowledge and stability. Overall, understanding this demographic composition can guide strategic planning in areas such as workforce development, succession planning, and employee engagement initiatives.

The upper table implies that relatively males are more dominant than females due to either educational gap or some other factors and the age structure of most employees are young.

Table 4.1.2 Educational status and service year of employees in the bank

	Item		No	Per cent
3	Educational status	High school	2	11.8
		Diploma	1	5.9

		Degree	11	64.7
		Above Degree	3	17.6
		Total	17	100
4	Service year in the bank	1-2 years	5	29.4
		3-5 year	9	53
		6-10 year	3	17.6
		Total	17	100

Source : Own questioner, 2025

Item 3 of table 4.1.2 Describes the level of educational status of the respondents out of 17 employees the majority i.e. 64.7% were educational level of degree, 17.6% were above degree, 11.8% were highschool and 5.9% was a diploma.

Educational Background:

- The majority of employees (64.7%) possess a degree, suggesting that the bank values higher education in its hiring process.
- A smaller percentage have completed high school (11.8%) or hold diplomas (5.9%), while 17.6% have advanced degrees.
- This educational distribution implies a workforce that is generally well-qualified, which may enhance the bank's performance and service quality.

Item 4 of table 4.1.2 shows how long respondents staid in the bank Out of the total 17 respondents 53% of respondents staid in the bank for 3-5 years, 29.4% of the respondents staid in the bank for 1-2 year and the rest 17.6% of respondents staid 6-10 years.

Tenure in the Bank:

Data Representation: Among 17 respondents, the distribution of service years in the bank is as follows:

- 1-2 years: 5 respondents (29.4%)
- 3-5 years: 9 respondents (53%)
- 6-10 years: 3 respondents (17.6%)
- Interpretation: The data indicates that a majority of respondents (53%) have been with the bank for 3-5 years, suggesting a relatively stable workforce with a significant portion of employees who are still relatively new to the organization. In contrast, only a small percentage (17.6%) have been with the bank for 6-10 years, which may

indicate a lower retention rate for longer-serving employees or a recent influx of newer staff.

- The predominance of employees with 3-5 years of experience suggests that the bank may be in a period of growth or transition, attracting new talent while possibly facing challenges in retaining longer-term employees. This insight can inform management strategies regarding employee engagement, training, and retention efforts to build a more experienced and stable workforce over time.

Most of the employees staid for short period of time because the establishment of the bank had no long life.

Table 4.2 Understanding of employees and officials on result oriented performance appraisal

Item	Number of respondents	Per cent
High	12	70.6
Low	5	29.4
Total	17	100

Source : Own questioner, 2025

Table 4.2 understands employees and officials on result oriented performance appraisal. Among 17 respondents 12(70.6%) have high understanding about result oriented performance appraisal which encompasses the majority of employees. The remaining 5(29.4%) of respondents were low understating from the total respondents

From these we can conclude that the majority of the employees have good understanding about result oriented performance appraisal

- This suggests that most employees and officials recognize the importance and effectiveness of performance appraisals that focus on results, which can lead to improved performance and accountability within the organization. The relatively low percentage of those with a low understanding indicates that there may be limited confusion or misunderstanding about the concept among the majority.
- Overall, the data reflects a strong comprehension of result-oriented performance appraisal among employees and officials, which is likely to support a culture of performance excellence and goal achievement within the organization. However,

attention may be needed to address the minority who do not fully grasp this concept to ensure uniform understanding across the workforce.

Table 4.3 Employee toward result oriented performance appraisal

Item	Number of respondents	Per cent
Good	9	53
Bad	3	17.6
Neither good nor bad	5	29.4
Total	17	100

Source : Own questioner, 2025

The above table indicates the attitude of employees toward result oriented performance appraisal. The data shows that a majority of respondents (53%) have a positive attitude toward result-oriented performance appraisal, indicating that they view it favorably. A smaller group (17.6%) has a negative attitude, while 29.4% feel neutral about it.

- Overall, the findings suggest that most employees appreciate result-oriented performance appraisals, which may foster a more productive work environment. However, there is a notable minority that either feels negatively or neutrally about the process, indicating potential areas for improvement or further communication regarding its benefits. Addressing the concerns of the smaller group could enhance overall acceptance and effectiveness of performance appraisals within the organization.

Table 4.4 Feeling of employees towards the evaluation system of the bank

Item	Number of respondents	Per cent
Good	11	64.7
Poor	4	23.5
I don't know	2	11.8
Total	10	100

Source : Own questioner, 2025

From the above table we can understand that from the total respondents

- The data indicates that a significant majority of respondents (64.7%) have a positive view of the bank's evaluation system, describing it as "good." Conversely, a smaller

portion (23.5%) considers it "poor," while a minority (11.8%) are uncertain about their feelings towards the system.

- The findings suggest that most employees are satisfied with the bank's evaluation system, which could contribute to a positive workplace culture and employee morale. However, the presence of dissatisfaction among a notable minority indicates that there may be areas for improvement that the bank should address to enhance overall employee engagement and perception of the evaluation process.

From the above analysis we can conclude that most of the employees have good feeling toward the evaluation system

Table 4.5 The criteria used to evaluate employees in the bank

Item	Number of respondents	Per cent
Quality of work	2	11.8
Quantity of work	3	17.6
Experience in work	3	17.6
Knowledge and skill	6	35.3
All	3	17.6
Total	17	100

Source : Own questioner, 2025

The above table shows that what criteria the bank used to evaluate employees. According to the survey out of 17 employees who said the criteria that the bank used to evaluate the performance of employees is knowledge and skill of work which accounts 35.3% of the total employees. Some other employees replied that the bank used quantity of work and experience in work each of this accounts 17.6% of the total respondents. 17.6% of the respondents replied that all are the criteria's which used to evaluate employees in their bank. Very small number of respondents said that the organization uses quality of work which accounts 11.8% of the total respondents.

- The data suggests that the bank prioritizes knowledge and skills as the primary criteria for employee evaluation, indicating an emphasis on competency and expertise in the workforce. However, the equal representation of other criteria highlights a balanced approach to evaluation, recognizing that quality, quantity, and experience are also important in assessing employee performance. This could imply a holistic view of employee contributions to the bank's success.

According to the above data the bank uses the criteria of knowledge and skill experience in work, quality of work and quantity of work. But the bank mostly depends on knowledge and skills, to evaluate employees.

Table 4.6 Employee participation and feedback from the bank regarding the appraisal

Item	Number of respondents	Per cent
Do you participate in the appraisal		
Yes	10	58.8
No	7	41.2
Total	17	100
Had you obtained information of your evaluation on time		
Yes	9	53
No	8	47
Total	17	100

Source : Own questioner, 2025

Item 1 of table 4.6 shows employees' participation in the appraisal process. Among the total respondents 10(58.8%) of the respondents participated in the appraisal process, where as 7(41.2%) didn't participate in the appraisal process. This implies that the bank didn't give equal participation to all employees even if it relatively incorporated the majority of the employees and shows a majority of employees are involved in their performance evaluations.

- The data suggests that most employees at the bank are engaged in the appraisal process. However, there is a notable minority who do not participate, which could indicate areas for improvement in encouraging broader involvement in performance evaluations. This engagement is crucial for fostering a culture of feedback and development within the organization.

Item 2 of table 4.6 indicates whether employees got feedback about their evaluation result on time. Among the total respondents 9(53%) stated that the responsible body

informed them about their result on time, whereas 8(47%) replied that the responsible body didn't inform their result on time.

This indicates a slight majority of employees are getting timely feedback regarding their evaluations.

- The data suggests that while most employees are informed about their evaluation results in a timely manner, nearly half do not receive their feedback on time. This discrepancy highlights an opportunity for the organization to improve its communication processes regarding performance evaluations, which is essential for employee satisfaction and development.

Table 4.7 shows that what employees expect if there is no evaluation in the bank

Item	Number of respondents	Per cent
Lack of commitment toward job	2	11.8
Reduce productivity	5	29.4
Incompetence with others	7	41.2
All	3	17.6
Total	17	100

Source : Own questioner, 2025

Table 4.7 indicates that from the total respondents who were asked 7(41.2%) responded that absence of performance appraisal results incompetence with others, 2(11.8%) replied that employees who responded lack of commitment toward a job, 5(29.4%) of respondents replied that employees who responded reduce productivity. The remaining respondents replied all of the above mentioned problems are existed in their bank. Which accounts 3(17.6%) of the total respondents.

- The results suggest that employees perceive the lack of performance evaluations as detrimental primarily because it may lead to feelings of incompetence relative to their peers. Additionally, there are concerns about reduced productivity and commitment. This underscores the importance of regular evaluations in fostering a competitive and productive work environment, as well as maintaining employee engagement and accountability.

From this we can conclude that all of the respondents are aware of the problems that could exist if there is no performance appraisal especially incompetence with others, so there should be a good performance appraisal system.

Table 4.8 method of performance appraisal system

Item	Number of respondents	Per cent
Man to man comparison	3	17.6
Grading method on a given level of out put	5	29.4
Evaluate based on performing different tasks	9	53
Total	17	100

Source : Own questioner, 2025

Table 4.8 The data shows that out of 17 respondents, the most preferred method of performance appraisal is "evaluate based on performing different tasks," chosen by 9 respondents (53%). This indicates a strong inclination towards a more comprehensive and task-oriented evaluation approach (MBO). The "grading method on a given level of output" was selected by 5 respondents (29.4%), while "man to man comparison" was the least favored method, chosen by only 3 respondents (17.6%).

- The results highlight a preference for performance appraisal systems that assess employees based on their ability to perform various tasks rather than through direct comparison with peers or simple grading. This suggests that employees value a more holistic evaluation that recognizes diverse contributions and competencies, which may lead to a more accurate representation of their performance and capabilities in the workplace.

- From those we conclude that most of respondents replied that the method of appraisal the bank depending on is by the task performed based on the rules and regulations of the bank.

Table 4.9 The appraisal method that the bank used

Item	Number of respondents	Per cent
Questionnaire to mangers, customers or colleagues	5	29.4
Based on employees output or achievement	6	35.3
Evaluating committee	2	11.8

Subordinates	4	23.5
Total	17	100

Source : Own questioner, 2025

From the above table the bank depends mainly on work standard (Based on employees output or achievement) which accounts 6(35.3%) of the total respondents. In addition of this the bank also depends on questionnaire i.e distributes questionnaires to managers, customers or peers and put their opinion suggestion and dissatisfaction in the given questionnaires name which accounts 5(29.4%) of the total respondents, 4(23.5%) of respondents said that their evaluation is based on subordinates and 2(11.8%) of respondent replied their evaluation is according to evaluating committee.

- The findings indicate a preference for performance appraisal methods that focus on measurable outputs and achievements of employees, suggesting that the bank values objective performance metrics over subjective assessments from peers or committees. This approach may foster a results-oriented culture, emphasizing accountability and individual contributions within the organization.

According to the above data the bank used work standard and questionnaires to evaluate employees.

Table 4.10 what employees get if they carry out their task properly

Item	Number of respondents	Per cent
Salary increment	3	17.6
Promotion	5	29.4
Moral incentive	7	41.2
All	2	11.8
Total	17	100

Source : Own questioner, 2025

Table 4.10 shows what employees get if they carry out their task properly. From the total respondents 3(17.6%) replied if they carry out their job properly, they will get salary increment while 5(29.4%) replied that they will get promotion from their bank. But most of the respondents responded that they will get moral incentive which accounts 7(41.2%) and the remaining stated all one applicable in our bank which accounts 2(11.8%) of the total respondents.

•The findings suggest that the bank places a significant emphasis on moral incentives as a primary form of recognition for employee performance, indicating a culture that values motivation and morale over traditional financial rewards or promotions. This could reflect an organizational strategy aimed at fostering employee engagement and satisfaction through non-monetary recognition.

Based on the above data when the employees carried out their task properly the bank gave to the employees a moral incentive, promotion and salary increment. But the majority gains moral incentives.

Table 4.11 problems of result oriented performance appraisal

Item	Number of respondents	Per cent
Discrimination	10	58.9
Evaluate based on most recent performance	4	23.5
All	3	17.6
Total	10	100

Source : Own questioner, 2025

Table 4.11 indicates what problem is existed in the bank. From the total respondents 10(58.9%) replied there were discrimination in the bank, 4(23.5%) side the bank evaluate its employees based on most recent performance and only 3(17.6%) replied all the above problems have been existed in their bank.

•The findings highlight a prevalent concern regarding discrimination in result-oriented performance appraisals, suggesting that such systems may not be perceived as fair or equitable by a majority of employees. Additionally, there is a notable issue with the tendency to evaluate based on the most recent performance, which can lead to inaccurate assessments of an employee's overall contributions. This points to the need for a more balanced and comprehensive approach to performance appraisal that minimizes bias and considers long-term performance rather than short-term results.

From the above data we can conclude that in the bank there have been some problems such as unfair evaluation and evaluate based on most recent performance. But the main problem of the bank is unfair evaluation or discrimination.

Table 4.12 Reasons for problems identified table 4.11

Item	Number of respondents	Per cent
System design problem	3	17.6
Raters problem	8	47.1
Problem from employees	4	23.5
All	2	11.8
Total	17	100

Source : Own questioner, 2025

Table 4.12 shows the reason for the problems in the bank. According to the respondents opinion 3(17.6%) said the reason for the problem are system design problems, 8(47.1%) of respondents replied raters problem 4(23.5%) of respondents replied problem form employees and 2(11.8%) said all of the above are reason for retting problems.

- The findings suggest that the effectiveness of performance appraisals is primarily hindered by issues related to the raters themselves, indicating potential biases or inadequacies in their evaluation methods. While employee-related issues and system design problems are also recognized, they are less frequently cited. This highlights the need for training and support for raters to improve the appraisal process and ensure fair evaluations.

From the above data we conclude that in the bank raters problems are intensified and the most reason for evaluation problems. In addition to this system design problems and problems from employees are the major source of evaluation problems

Table 4.13 employees feedback about problems in the bank

Item	No	Per cent	
Is there any problem at the time of implementing result oriented performance appraisal	Yes	11	64.7
	NO	6	35.3
Total		17	100

Source : Own questioner, 2025

From the above table we conclude that the majority (64.7%) of the respondents answered there have been problems in the bank at the time of implementing result oriented performance appraisal. But, (35%) answered there is not any problem in the bank.

- The findings suggest that a significant majority of employees perceive challenges in the implementation of the performance appraisal system within the bank. This indicates a need for addressing these issues to enhance the effectiveness and acceptance of the appraisal process, potentially through improved communication, training, or system adjustments.

The problems which the majority mentioned are, disagreement, failed to consider all tasks of employees, performed, careless evaluation and rater's biasness are among the problems.

4.3 Result of Interview Questions to the Top Level Management

According interview made with the Manager of Awash Bank Wolkite Branch the following interview Questions were analyses.

1. What look like your bank background ?

Awash Bank holds the distinction of being the first private banking institution in Ethiopia, emerging in the wake of the Derg regime's fall in 1994. This period marked a shift towards a more liberalized economy, allowing for private sector participation in banking. The establishment of Awash Bank was a pivotal moment in Ethiopia's financial landscape, as it introduced competitive banking services and fostered economic growth.

In 2016 G.C, Awash Bank further extended its reach by inaugurating the Wolkite Branch. This branch aimed to provide accessible banking services to the local population, enhancing financial inclusion and supporting economic activities in the area. The opening of the Wolkite Branch reflects the bank's commitment to expanding its footprint and serving diverse communities across Ethiopia.

2. What are the methods used to evaluate employees in your organization ?

The bank utilizes a comprehensive set of criteria to assess employee performance, which serves various purposes, including promotions, transfers between branches, and other incentive programs. Evaluations are conducted on different schedules, such as

monthly, quarterly, semi-annually, and annually. When the head office implements a special initiative for incentives and promotions, employee evaluations may occur on a monthly, quarterly, or semi-annual basis. However, the most common practice is to conduct performance assessments on a quarterly basis. The methods they use in their bank to evaluate their staffs are mainly based on Automated System Performance Appraisals.

The bank primarily evaluates its staff using an automated performance appraisal system. This system records both the plans and achievements of employees, generating results based on data collected from performance appraisals conducted by evaluators(rater) as well as self-assessments from the employees.

3. How do you explain the feeling of your employees towards the evaluation method ?

Explaining employees' feelings about performance evaluation results can be challenging. Reactions vary widely; some employees are pleased with their assessments, while others express dissatisfaction. The responsibility for evaluating team members rests with each department head, making it unlikely that all evaluations will be perceived as fair or accurate. Consequently, some departments may experience complaints about the performance appraisal outcomes, while others may accept them without issue. Ultimately, the perception of these evaluations often hinges on the individual evaluator's personality and approach to managing their team.

4. What Problems are faced at the time of Implementing Performance Appraisal ?

Employees often voice complaints about their raters, particularly when the results of performance evaluations are used for promotions or transfers. In some cases, the Human Resources department may even lose critical data related to these evaluations. While employees may not be concerned about their performance results when they are merely documented, their attitudes change significantly when these results impact incentives and promotions.

The issue is multifaceted, involving not only the raters but also the employees themselves and the Human Resources department. This dynamic can lead to dissatisfaction and disputes over past performance evaluations, especially when employees feel that their evaluations have unfairly influenced their career advancement opportunities., and the problem they are facing while conducting and implementing the evaluation is a system failure that prevents proper recording.

5. How the management was solved the problems related with performance appraisal faced in your organization ?

As researchers have noted, the bank is facing various challenges, and it is employing different strategies to address these issues based on their sources. The bank's management is actively working to improve the performance appraisal system by engaging with the vendor to resolve existing concerns and exploring the acquisition of a new appraisal system.

To enhance transparency and accountability, the bank has encouraged employees to promptly review their performance results after evaluations are completed. Additionally, raters have been instructed to strictly adhere to established rules and regulations, ensuring that their evaluations are free from bias. Employees are also urged to voice any concerns or complaints as soon as possible.

To facilitate this process, the bank has implemented a procedure whereby employees receive their evaluation results and are required to sign a form acknowledging receipt. Should they wish to contest their evaluations, employees are expected to notify the Human Resources department without delay. Finally, the Human Resources department is responsible for maintaining thorough documentation throughout this process.

CHAPTER FIVE

SUMMARY CONCLUSION AND RECOMMENDATION

5.1. Summary of findings

The following are short summary of data presentation and analysis

- ❖ Majority (70.6%) of employees have good understanding on result oriented performance appraisal.
- ❖ Majority (53%) of the respondents have good attitude towards result oriented performance appraisal.
- ❖ Majority (35.3%) of the respondents replied the bank uses knowledge and skill of each employee to evaluate them.
- ❖ Relatively most (58.8%) of the employees participate in the appraisal process.
- ❖ Most (53%) of the employees are evaluated based on achieving or performing different tasks according to the given standard.
- ❖ Majority (41.2%) of the respondents get moral incentive rather than financial incentive if they carry out their task properly.
- ❖ Most (58.9%) of the employees have discrimination based on some factor like sex, age, race etc.
- ❖ Majority (47.1%) of the cause of the appraisals problems are raters problems

5.2. Conclusion

Based on the findings of the data the following conclusions are analyzed

- ✓ Understanding of employees and officials on result oriented performance appraisal are relatively good.
- ✓ In the bank most employees have good attitude towards result oriented performance appraisal.
- ✓ In the bank various criteria that used to evaluate result oriented performance appraisal are quality of work, quantity of work experience with work and knowledge and skill of work. But according to the data analyzed, the bank mostly depends on knowledge and skill of work.

- ✓ The absence of performance appraisal causes lack of commitment toward a job reduces productivity of employees and incompetence with others. So the existence of performance appraisal helps employees to understand problem existed areas.
- ✓ The method of performance appraisal system that the bank used to evaluate employees is man to man comparison, grading method and appraisal by the task performed. But the bank was mostly depends on appraisal by the task performed i.e. the bank sets an objective or give a task to the employees and measures those tasks how the employees preformed.
- ✓ The employees are evaluated by using questionnaire, work standard, evaluating committee and subordinates. Work standard and questionnaire are the main tools of evaluating. Before measuring the employee directly the evaluator distributes the questionnaire to his employees and after getting the questionnaire every employee put his or her opinion, suggestion and his dissatisfaction on the given questionnaire and he or she submit the form to the supervisor or the manager. At the end, the mangers reads the suggestion and the comment given on the format carefully and also measure his or her task performed at the same time and compare their task relative to the objective.
- ✓ In the bank the rewards for employees were accomplishing their task in good manner and salary increment promotion and moral incentives, but most employees get moral incentive for the accomplishment of their task in good manner.
- ✓ There have been many problems in the bank regarding the practice of performance appraisal, among those problems some are un fair evaluation, discrimination based on some factor, failed to consider all task of employees preformed, elevate all in one direction and failed to give employees feedback on time are some of the problems. Among these problems discrimination is the most one. There was also poor

reward system and unwillingness of employees and biasness. The cause of the above problems is system design problems, rater's problem and problem from employees. Rater's problems are the most significance one in the Awash Bank Wolkite Branch.

5.3. Recommendations

- What the researcher want to recommend to here is that the management should give great emphasis and attentions for performance appraisal because performance appraisal has many benefits for the employees and the bank. Among such benefits it increase productivity, motivation on employees and it provides better rewards for employees who perform his/her job effectively and efficiently.
- To change the employee's attitude towards result oriented performance appraisal the bank should create awareness to employees, give enough reward to those who performs their task effectively and give a chance to express their feeling and opinion about the evaluation. The management should also needs effective implementation of result oriented performance appraisal. Because only effective implementation of appraisals that leads employees to improve their performance otherwise instead of being a base for productivity, it would be a case of grievance with in employees.
- The human resource department should provide effective training program to the supervisors in order to improve the result appraisal skills. The training can help to reduce rating errors such as bias, discrimination, error in interpretation etc. The training also helps the rater to have good relation with subordinates. Generally training helps the rater to display a sense of fairness and justice when dealing with employee's performance appraisal.
- Making employees active participant is the homework of the bank; the parallel communication which creates mutual understanding between supervisors and subordinates. The rater must encourage subordinates to

express their ideas and opinions freely and keep them well informed about the process.

- The bank should develop objective oriented training needs assessment to have a continuous training for better out results based management. The performance appraisal should be used as a source of such information that would selectively identify the unique training needs and match them with the specific employees to be trained. Rewards are the human resource element that should be regarded to the employees to heighten their market which is function of the high expected output.
- As conclusion to the objective that was analyzing the main purpose of performance appraisal system in Awash Bank Wolkite Branch, it is important to know that employees must be totally involved in the development of the system to decrease the sources of problems.

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Appendix I

QUESTIONNAIRE TO BE FILLED BY EMPLOYEES

WOLKITE UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF MANAGEMENT

The purpose of this questionnaire is about result oriented performance appraisal in Awash Bank Wolkite Branch as fulfillment of the requirement for the completion of bachelor degree in management. So, I kindly request your sincere cooperation, because your cooperation is very important to accomplish the study. Your information will be kept confidentially.

Instructions

1. No need of writing name
2. Put “✓” mark in the given box provided and write in the spaces given.

Part I, Personal information

1. Sex: Male Female
2. Age: <25 25-35 35-45 >45
3. Educational status:-
 Diploma
 Degree
 Above degree
 Other _____
4. Service year in the bank: - < 3 years 3-5 years 5-10 years
 >10 years

Part II, questions related with case of result oriented performance appraisal

1. What is the level of your understanding of result oriented performance appraisal?
High very high Low very low Good Bad
 Neither good nor bad

2. What is your attitude towards result oriented performance appraisal?
 Good Bad neither good nor bad
3. How do you feel about performance appraisal system of the bank?
 A, very good B, Good C, I don't know
4. What are the criteria used to evaluate employees in your bank?
 Quality of work Quantity of work
 Experience in work Knowledge and skill of work
5. Do you participate in appraisal process?
 A, Yes B, NO
6. What problems will exist, if there is an absence of good performance appraisal?
 A, Lack of commitment towards Job
 B, Reduce productivity of employees
 C, Incompetence with other
 D, others specify please _____
7. Had you obtained information of your evaluation result on time?
 A, Yes B, NO
8. Which method of performance appraisal system is practiced in your bank?
 A, Man to man comparison
 B, Grinding method on a given level of out put
 C, Evaluate based on performing different tasks
 D, If other please specify_____
9. What type of appraisal method your bank is using to evaluate employees? (You can give more than one answer)
 A, questionnaire
 B, Work standard
 C. Evaluating committee
 D. Subordinates
 If other specify please _____
10. What is the return for you in your organization, if you have carried out your task in a good manner?
 A, Salary increment

B, promotion

C, Moral incentive

If any other specify please _____

11. What problems are there toward result oriented performance appraisal in your bank?

A, Evaluate based on most recent performance

B, Discrimination

C, Evaluate all in one direction

Other specify _____

12. What is the reason for the problem arises on question No “11”

A, System Design problem

B, Raters problem

C, Problem from employees

If other specify please _____

13. Is there any problem of implementation of result oriented performance appraisal?

Yes NO

14. If your answer for Question No “13” is “yes” mention the problems

15. What is your suggested solution for the problems identified for question No 11?

Appendix II

**WOLKITE UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMIC
DEPARTMENT OF MANAGEMENT**

Interviews to management

1. What look like your bank background?
2. What method used to evaluate employees in your bank?
3. How feel employees towards the evaluation method?
4. What problems are faced at the time of implementing performance appraisal?
5. How the management is solving the problems faced in your organization regarding performance appraisal?