

COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF MANAGEMENT

ASSESSMENTS OF PERFORMANCE APPRAISAL PRACTICE (IN THE CASE OF DASHEN BANK, WOLKITE BRANCH)

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ABSTRACT

The main purpose of the study was to assess performance appraisal practice and its role on employee's performance in Dashen bank Wolkite main branch. In addition to that, it determined methods of performance evaluation used by the organization. In order to achieve this objective, census types of sampling techniques was used by considering all 28 employees working for the main branch of the bank .To achieve the objectives of the study data were collected from both primary and secondary sources through questionnaires and interview. Data were organized by using tables and percentage as well as descriptive analyses methods. Performance review of the company has a problem of evaluating all in a single dimension mainly comes due to ratters problem. Generally the outcome of the research confirmed that the performance appraisal practice of Dashen bank has problems and weaknesses that need to be improved. Since it needs improvement, it is better to create awareness about performance appraisal practice and its role on personal and organizational development.

TABLE OF CONTENTS

Contents pages

ACKNOWLEDGMENT I

ABSTRACT II

LIST OF TABLES V

ACRONYM VI

CHAPTER ONE 1

INTRODUCTION 1

1.1 Back ground of the study 1

1.2 Statement of problem 3

1.3 Research questions 4

1.4 Objective of the study 4

1.4.1 General objective 4

1.4.2 Specific objective 4

1.5 Scope of the study 4

1.6 Significance of the study 5

1.7 Limitation of the Study 5

1.8 Organization of the paper 5

CHAPTER TWO 6

REVIEW OF RELATED LITRATURE 6

2.1 Introduction 6

2.2.4 Objectives of performance Aappraisal 8

2.2.6 Criteria to Evaluate Employee Performance 10

2.3 Empirical Review 10

2.3.1. Who Appraise Employees Performance 10

2.3.2. Employees Self-Assessment 10

2.3.3. Manager Performance Assessment 10

2.3.4. Immediate Supervisor Performance Assessment 10

2.3.5 Factors that can Distort Appraisal 10

2.3.6. Problems Emanating from the Raters 10

2.3.7. Problems Emanating from the System of PA 11

CHAPTER THREE 12

RESEARCH METHODOLOGY 12
3.1. Introduction 12
3.2. Research design 12
3.3. Research Approach 12
3.4. Target population 13
3.4.1 Sampling Techniques and Sample size determination 13
3.5. Source and Types of data 13
3.6. Methods of Data collection 14
3.7. Method of Data analysis and Interpretation 14
CHAPTER FOUR 15
DATA ANALYSIS AND INTERPRETATION 15
4.1. Questionnaire Analysis 15
4.1.1. Questionnaire analysis related background of the respondent 15
4.2. Analysis of interview 31
CHAPTER FIVE 32
SUMMARY OF FINDING, CONCLUSION, AND RECOMMENDATION 32
5.1. Summary of the Findings 32
5.2. Cconclusions 33
5.3. Recommendation 34
REFERENCE 36
APPENDIX 1 37
APPENDIX 2 41

LIST OF TABLES PAGES

Table 1.General characteristics of respondents..... 15
Table 2. Responsible body to appraise performance 17
Table 3. Criteria to evaluate employees performance in the organizations. 18
Table 4. The criteria used to evaluate your performance are clearly defined and objective. 18
Table 5.The weights assigned to evaluation criteria are fair..... 19
Table 6.Employees are satisfied on current performance evaluation criteria. 20
Table 7. Performance evaluation techniques 21
Table 8. Performance evaluation can enhances employees productivity and achieve organizational goals. 22
Table 9 purpose of performance evaluation result. 23
Table 10. Training and development as well as promotion are provided to employees based on their performance. 24
Table 11.The performance evaluation can distinguish effective from ineffective performer. 25
Table 12. The evaluator is influenced by personal liking and disliking when evaluating my performance. 26
Table 13.Evaluation of my performance is based on my accomplishment and achievement. 26
Table 14. Are you allowed to see your performance appraisal result on time? 27
Table 15. Do you discuss on the performance appraisal with the appraisers? 27
Table16.problems are faced in your organization when evaluating employee performance.28
Table 17. Reasons for problems identified from table 16..... 29
Table18. Can you appeal to a higher officer of your organization when you perceive your performance result is unfair? 29
Table 19. Questions based on table18 if your answer is yes do you think the grievance will be fairly examined..... 30
Table 20. Problems occurred , if there is absence of performance appraisal..... 30

ACRONYM

PA: performances appraisal

MBO: management by objective

BARS: Behaviourally Anchored Rating scales

ACR: Annual confidentiality Report

BA: Bachelor degree

SMART: Specific, measurable. attainable. realistic, time bounded.

MA: Master degree

PHD: Philosophical doctorate

CHAPTER ONE

INTRODUCTION

1.1 Back ground of the study

The history of performance appraisal is quite brief. Its roots in the early 20th century can be traced to Tylor's pioneering time and motion studies. As a distinct and formal management procedure used in the evaluation of work performance appraisal really dates from the time second world war not more than 60 years ago. It begins as simple of income justification. Formal appraisal of individual performance began during the Wenj dynasty (221-265 A.D) in China, when an imperial ratterr appraised the performance of the members' official family. In 1883, the New York City civil service in USA introduced as formal appraisal program shortly before world war first (http://www.performance appraisal.Com).

Due to the above history in our world deference scholar have define the concept of performance appraisal from deferent perspective but they are interrelated. Some of them are presented below. Aswathappa (2002), defined performance appraisal as a formal, structured system of measuring and evaluating an employee job related behaviors and outcomes to discover how and why the employee is presently performing on the job and how the employee can perform more effectively in the future so that the employee, organization, and society all benefit. Ivanevich (2004) defined performance appraisal as an actively used to determine the extent to which an employee performs work effectively.

Employee evaluation, also known as performance appraisal, is critical to the functioning of an organization as well as to the advancement of employees. The organization needs to rate its employees. Employees need to have their work received so that they may be acknowledged and rewarded when appropriate. The implementation of an effective performance appraisal programmed, however, is complicated by the difficult task of obtaining a truly fair and accurate appraisal of an employee's performance. (Wexley &Klomovski, 1990)

Performance appraisal is the process by which employees are assessed for the purpose of enhancing their development or formulating an administrative decision.

The significant point in this definition is that performance appraisal is considered as a managerial tool for facilitating administrative decision related to human resource. In other words, the outcomes of performance appraisal should be directed towards the benefit of the organization and the employees (Wexley & Klomovski, 1990)

From the above definition of performance appraisal we can understand that organizations usually use performance appraisal to make decisions about promotion, reward, and identifying training needs and take a corrective measure if it is necessary.

For performance appraisal to meet its desired objective appropriate techniques must be in place. Hence, there is a need to match appraisal techniques to different performance appraisal situations in the organization. One way or another any organization comes up with the rating of its employees. The result of performance rating is important to the organization and it is also vital for employees and these calls for the need for feedback. Feedback is any information received by an individual that indicates the correctness, accuracy, or adequacy of past behaviors. When the feedback indicates certain deficiencies in what is being done, the message transmitted to the employee indicates that subsequent behavior should change in a direction designed to reduce the noted inadequacies. On the other hand, feedback can also serve a motivational function. When information about previous performance is used to focus an employee's attention on achieved levels of performance or how much is being done, the message to the employee is that it instructs him or her to orient future efforts toward increasing subsequent performance (Frank, James and Rick, 1982)

Where as to see this study Wolkite town is one of the most populated zone which is found in south state. In this town Different banks are exist in the town from those Dashen bank is one of the bank which exist in Wolkite town. Dashen bank is one of the private financial institutions in Ethiopia.

Therefore, this study would have asses performance appraisal practice and its role on employee performance (in the case of Dashen bank of wolkite branch.

1.2 Statement of problem

Performance evaluation is the activity used to determine the extent to which an employee performs work effectively. To make sure that a system that measures the performance of the employee accurately must be in place. The techniques applied should be valid and reliable for any human resource decisions to depend on the result of performance appraisal. In many cases, however, it is not possible to obtain objective performance measure on an individual base. Besides, existing objective measure usually correspond only to part of employee tasks, which may lead to distorted incentives (Milgram & Roberts, 1988, Holmstorm & Milgram, 1991). Therefore, many firms implement some kind of subjective performance evaluation (Grund & Przemeck, 2008) Many empherical studies have shown that subjective performance ratings of supervisors are subject to the centrality and leniency bias (Grund & Przemeck, 2008) In Dashen bank, performance evaluation is conducted twice a year and there are three types of standardized forms. I.e. for supervisory level employees, clerical employees and nonclerical employees. Most of the questions in the forms are more of subjective. This makes it difficult for raters to accurately rate the performance of their subordinates. 4 The organization further noted that on a couple of occasions they tried to base some HR decisions like pay raise and bonus on the result of performance appraisal but failed because almost all Employees rating were more than 80% and it was not possible to differentiate the good performers from that of bad ones (Dashen Bank, Internal research,2012) If the result of employees communicated timely by using appropriate methodology, it can be a motivating factor for employees to improve their past performance and increase commitment. To ensure the fairness of performance appraisal result there must be a procedure through which employees can appeal whenever they are dissatisfied by their performance appraisal result. This research study has conducted to assess the performance appraisal practice of Dashen bank IN Wolkite town. Strength & weaknesses of the appraisal system are pin pointed because in order to get the availability of data.

1.3 Research questions

To achieve the objectives of this study the following question are derived from the literature

1. What methods does the Dashen bank use to evaluate its employee?

2. Is the performance appraisal system of the bank meeting its intended objectives?

3. What are the attitudes of employees towards performance appraisal practice?

4. What factors can hinder the performance appraisal system of the organization?

1.4 Objective of the study

1.4.1 General objective

The general objective of the study is to assess the performance appraisal practice and its role on employee performance in Dashen bank Wolkite branch.

1.4.2 Specific objective

With the above general objective, the study has the following specific objectives;

- To assess the methods that the bank being used to evaluate the performance of its employee
- To identify who should be involved in appraising performance and what aspects of performance would be appraised by those involved.
- To examine the attitude of employee towards performance appraisal practice.
- To identify the factors that can hinder performance appraisal practice in the dashin bank.

1.5 Scope of the study

Dashen bank has 120 branches country wide and out of these 60 of them is found in the capital city Addis Ababa. The study is restricted to Assessments of performance appraisal system in the case of Dashen bank wolkite branches.

1.6 Significance of the study

The primary beneficiary of this study is for academic practice of future research; the prime significance of the study is that it provides fresh reference on the subject that others may use it in their research. Dashen bank is the other party that is going to be benefit from the study. Last but not least is it serving as partial fulfillments of the BA degree in management department and related subject?

1.7 Limitation of the Study

As the study is mainly focused on Dashen bank of Wolkite main branch its finding is not useful for other organization. some questionnaires were not returned and lack of experience of the researchers in analysing the data.

1.8 Organization of the paper

The study is consists of three chapters. Chapter one comprises the introduction which looks at the background of the study, background of the organization, statement of the problem, objectives of the study, scope of the study, significance of the study, and organization of the paper. Chapter two comprises review of related literature on the concepts of performance appraisal. Chapter three is deals about methodology it highlights on the research design, sampling techniques, source of data, data gathering instruments and method of data analysis.

CHAPTER TWO

REVIEW OF RELATED LITRATURE

2.1 Introduction

The chapter presents previous theoretical and empirical literatures that underpin the research constructs, concepts. These are later utilized in developing indicators together with a summary of reviewed literature and justifying the need for undertaking the necessary research.

2.2 Theoretical Foundation

2.2.1 Definition of Performance appraisal

Performance appraisal is the process of determining and communicating to an employee how she or he is performing on job as establishing a plan of investment. When properly conducted performance appraisal not only employees know how well they are performing but also influence their future level of effort and direction (Bayer's, 2009).

Performance appraisal may be defined as: - a structural formal interaction between a subordinate and supervisors, that usually takes in forms of periodic interview annual or semiaannual in which the work performance of subordinate is examined and discuss, with a view to identifying weakness and strength as well as opportunities for improvement skills and development (http:// www.performance appraisal Com/ intro .html).

According to (Wendell L. French, 2007) "performance appraisal is the systematic assessments of how will employees are performing their jobs in relation to establish standards ".John Bernardino and Joyce Russell (1998). Stated "performance appraisal is a systematic evaluation of employees job performance by their supervisors or other who is familiar with their performance ".

Performance Appraisal is the assessment of individual's performance in a systematic way. It is a developmental tool used for all round development of the employee and the organization.

The performance is measured against such factors as job knowledge, quality and quantity of output, initiative, leadership abilities, supervision dependability, co-operation, judgment, versatility and health. Assessment should be confined to past as well as potential performance also.

2.2.2 Purpose of performance appraisal

Performance appraisals are used for varietal of essential purposes. Determine compensation is by far the most frequent use of appraisal, but performance empowerment and feedback to employees are also major uses. Documentation of personal decision partly as a defendce against potential changes of intake employment practices, it also a major use of appraisals.

Generally speaking, the many purpose of performance appraisal can be grouped into two categories: evaluation goals and coaching and development goals. Accordingly to the Michael beer, evaluation goals of performance appraisal involves giving feedback to employees ,develop valid data for pay (salary and bonus) and promotion decision, providing a means for communicating these decisions as well as helping the manager to make retention and discharge decisions and providing a means for warning employees about unsatisfactory performance.

Coaching and development goal include counselling and coachingg employees, develop commitment to the organization, motivating employees, and strengthening superior-subordinate relations as well as ddiagnose individual and organizational problems. Underlying all of the above is the strategic, need to develop employee "core competence", critically important behaviorurs, skills and attributes need to aachieve organizational goal (French 2007).

2.2.3 Principle of performance appraisals

Performance decisions should be based on formal, standardized performance appraisal, formally communicated to employees,eemployees' able to review their appraisal result,the process should be uniform,and based on job analysis as well performance evaluation criteria must be clear to provide effective performance result (Armstrong ,2009).

Performance appraisal also should have consistent documentation requirement among ratters, and ratter should be trained in how to use appraisal system as well as use of more than one ratters (Bernardino and Russel, 1998).

2.2.4 Objectives of performance Aappraisal

Facilitating Promotion almost everyone in an organization want to get ahead. Performance appraisal can make easy of deciding the true position for capable individuals.

Training and development is aimed that to determine the training need of the organization by differentiate effective from ineffective performer.Compensation reviews this is another classic objectives of performance appraisals. Every organization believe that pay for performance but difficult to decide how to pay ,this decision became easy by performance appraisal.Competency building also use as base of competition Improve communication increase the relationship among stakeholders

Evaluation of human resource pplanning well managed organizations regularly asses their bench strength to make sure that they have the talent in their ranks that they will need in the future .Providing Feedback is the process the one individual learns exactly how she or he did during previous period. (http:// www.harwale.com).

2.2.5 Methods of Pperformance Appraisals

Numerous methods have been device sustain level to measure the quality and quantity of performance appraisals. Each of the method is effective for some purposes for some organization only. None should be dismissed or accepted as appropriate except as they relate to the particular need of organization or an employee.

Rating scales: - Rating scale consists of several numerical scales representing job related performance criterion such as dependability, initiative, output, Attendance, etc. Such scales range from excellence to poor. The total numerical scores are computed and final conclusions are achieved. It is easy to use, low cost, help to evaluate every kind of job, large number of employees covered, and no formal training required, but subject to ratters bias.

Check list:- under this method, check list of the statements of traits of employees' in the form of yes or no based question is prepared. Here the ratter only does the reporting or checking and human resource department has the actual evaluation.It is ease of administration, limited training required, standardization. It leads to rates biases, use of improper weights by human resource, does not allow to give relative ratings.

Forced choice method: - The serious of statements arranged the block of two or more are given the ratter indicates which statement is true or false.

The ratter is forced to make a choice human resource department does assessment. In this method there is no personal biases because of forced choice.while statements may be wrongly framed.

Forced distribution: - here employees are clustered around a high point on a rating scale. Rates may compel to distribute to the employees on all points on the scale. It is assumed that the performance is conformed to normal distribution. It eliminates, assumption of normal distribution, unrealistic, errors of central tendency.

Cost account method: - Here performance is evaluated from the monetary returns yields to his/ her organization. Cost to keep employee, and benefit the organization drives is ascertained. Hence it is more dependent upon cost and benefit analysis.

Ranking method: - superior ranks his worker based on merit, from best to worst, however how best and why best are not elaborated in this method. It is easy to administer and explanation.

Management by objective: - it means MBO and the performance is related to against the achievement of objectives stated by the Management. Management by objective process goes as under establishing goals and desired outcomes for each subordinate.

It is more useful for managerial position, but not applicable to all jobs, allocations of merit pay may result in setting shorter term goals rather than long term goals.

2.2.6 Criteria to Evaluate Employee Performance

Quality of work employees performance measured based on the quality of work what they are perform. Experience in work this criteria is related to time period spent in that work.

Knowledge and skill involves that employees performance measures based on individual knowledge and skill.

Goal achievement employees must set clear and challenging, but achievable goals.

This portion of an employee evaluation asses how and if the employee meet their goals.

2.3 Empirical Review

2.3.1. Who Appraise Employees Performance

2.3.2. Employees Self-Assessment

Employee's asses him or her selves and it finally compared with managers completed assessment results.

2.3.3. Manager Performance Assessment

In this case managers go through the performance appraisal process and involves in getting feedback from team member as well as from clients.

2.3.4. Immediate Supervisor Performance Assessment

According to (John Bernardino and Joyce Russell ,1998). Stated "performance appraisal is a systematic evaluation of employees job performance by their supervisors in order to provide performance accurate performance result.

2.3.5 Factors that can Distort Appraisal

These errors can emanate from system designed and operating problems, raters problems, and employees problem in performance appraisal.

2.3.6. Problems Emanating from the Raters

Raters have their own way which they "objectively" view their subordinates. These biases produce rating errors, or deviations between the "true" rating an employee deserves and the actual rating assigned.

Rating errors reduce the reliability, validity, and utility of performance appraisal systems. Biases in performance ratings manifest themselves in many forms. According to (Ivancevich, 1989), the use of ratings assumes that the rater is reasonably objective and accurate. However, in reality, raters' memories are quite imperfect, and raters subscribe to their own sets of likes, dislikes, and expectations about people, which may or may not be valid.

2.3.7. Problems Emanating from the System of PA

Problems can be emanate from the system of appraisal which involves the objective of the appraisal it wants to serve, administrations system, forms used and procedure used to make up the system.

According to (Michael Beer, 1987) many of the problems in performance appraisal stem from the appraisal system itself, the objectives it is intended to serve, the administrative system in which it is embedded, and the forms and procedures that make up the system. (As cited by Zelalem Bayisa, 2007)

According to (Michael Beer, 1987), the problems of performance evaluation is related to the forms and procedures that make up the performance appraisal system. The form used to record the performance of the employees is blamed if it is cumbersome, not customized and if employees did not participate in the design of the form of evaluation.

According to (Deborah F.B and Brain H. Kleiner, 1997) organizations need to have a systematic framework to ensure that performance appraisal is "fair" and "consistent". In their study of "designing effective performance appraisal system", they conclude that that designing an effective appraisal system requires a strong commitment from top management. The system should provide a link between employee performance and organizational goals through individualized objectives and performance criteria. They further argued that the system should help to create a motivated and committed workforce.

The system should have a framework to provide appropriate training for supervisors, raters, and employees, a system for frequent review of performance, accurate record keeping, a clearly defined measurement system, and a multiple rater group to perform the appraisal.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

This chapter specifically gives a brief description of the research method. It include research design, research approach adopts and data source. A detail description of research approach tools with population, source of data and the data collection procedure and type of data analysis.

3.2. Research design

Research design is a master plan specifying the methods and procedures frame work for collecting and analyzing the required data (Bryman& Bell, 2007). Or it is the plan and structure of investigation so conceived as to obtain answers to research questions (Cooper& Emory, 1995). This means it gives the procedure necessary for obtaining the information needed to solve the research problems. The choice of research design depends on objectives that the researchers want to achieve (John, 2007). Depending on the way in which the study ask their research questions and present their purpose, the research design can be classified into three groups, namely exploratory, descriptive and explanatory studies (Saunders et al., 2009).

In this study descriptive research design is used rather than other (Saunders et al., 2009) because, the research problem is leads to describe the data and characteristics about what is being studied. Descriptive survey also enables to obtain the current information so the study uses descriptive type of research design to asses' performance appraisal practice in Dashen bank.

3.3. Research Approach

As noted in Creswell (2003), in an investigative study there are three familiar types of research approaches to business and social research namely, quantitative, qualitative and mixed methods approach. Creswell (2009) defined quantitative research as a formal, objective and systematic process in which numerical data are utilized to obtain information.

Mmuya (2007) stated that qualitative research is an investigative methodology that is grounded in a philosophical position that focuses on making sense of the social world through a process involving how it is experienced, understood and interpreted.

The qualitative method takes a theoretical and methodological focus on complex relations between personal and social meanings, individual and cultural practices and the material environment or context. Whereas, mixed research is characterized as the combination of both qualitative and quantitative research approaches. Considering the research problem and objective along with the philosophy of the different research approaches ,mixed research approach is more appropriate than other .Because mixed research approach can offset.

3.4. Target population

Population refers to the entire group of individual's Mugenda (2003) having a common observable characteristic. The target population of the study is all employees of Dashen bank, Wolkite branch, because they are always subjects for performance evaluation activities and results coming through it in the Dashen bank. The total numbers of population intended under this study are 13.

3.4.1 Sampling Techniques and Sample size determination

Census types of sampling technique been used to collect data from the whole employees of the bank. The reason to use census is that the number of employee in the bank is small and manageable. So the study is conduct on them. According to Donard .R Cooper ,(2010) as the number of population is too small and easy to manage no need of sample size determination or census types of sampling techniques is feasible. So this study is no need of sample size.

3.5. Source and Types of data

The source of data both primary and secondary data .According to Kotharii(2004) primary data is fresh data that are gathered for the first time and thus happened to be original in character. Secondary data are data which are already published and prepared in document form the annual income statement of the bank.

3.6. Methods of Data collection

Primary data of the study was gathered from the employees of the bank through collected through self-administered questionnaire and face-to-face interview schedules questionnaires (open ended and close ended) and interview. The secondary data were collected from different sources such as websites, books, journals, organizational profile and other sources.

3.7. Method of Data analysis and Interpretation

Data analysis is a process of converting raw data in to information which is useful for decision making by users or researchers. Once data is collected it is necessary to analyse the data in order to gain useful information. After the data collection, that was systematically processed, and tabulated based on similarities. In this study, descriptive analysis was employ to analyse the given data which make more understandable and interpreted by using table and percentage.

- The data are summarized , categorized and rearranged by table and percentage
- The data is tabulated for indicating the event permitting cumulative percentage.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

This chapter summarizes the data collected from the employees of Dashen bank Wolkitie main branch through questionnaire distributed to the employees, and interview prepared. Totally 15 (100%) questionnaires were distributed among these 13 (86.7%) were collected and the remaining 2(13.3%) were unable to collect due to carelessness and unwillingness of the respondents.

4.1. Questionnaire Analysis

4.1.1. Questionnaire analysis related background of the respondent

Table 1.General characteristics of respondents

No	Item		Number of respondents	Percentage
1	Sex	Male	9	69%
		Female	4	31%
		Total	13	100%
2	Age	18-25	8	62%
		26-33	3	23%
		34-41	2	15%
		>41	-	-
		Total	13	100%
3	Educational status	MA	1	7%
		BA	8	62%

		PHD Other Total	- 4 13	- 31% 100%
4	Job title	Accountant Supervisors Managers Others Total	8 1 - 4 13	62% 7% - 31% 100%
5	Employees year of service	Below 3 years 3-6 years 6-9 years Above 9 years Total	4 6 3 - 13	31% 46% 23% - 100%

Source: questionnaire 2020

As the table implies that from the total respondent 9 (69%) of the respondent are male the remaining 4(31%) are female.

The age structure also from the above table we can easily understand 8 (62%) of them are in age group of 18-25 and 3(23%) of them are in age group of 26 -33, and the remaining 2(12%) of the respondents are between the age of 34-41. Therefore, the age combination is good that goes between 18 and 41. This shows that the majority of staff is young and matured. As well as have a good ability and power to perform the job very well. As shows

in above table 8(62%) of respondent have first degree, and the remaining 1(7%) and 4(31%) of respondents have MA, and others respectively.

We can say that most of them have good educational back ground indicating that the employees are able to perform the job properly and effectively.

The above table indicated that the respondents are almost on a good position that is about from the total respondent 8(62%) of them are accountant, 1 (8%) of them are supervisory level, and the remaining 4(32%) of them are other. therefore, the majority of the respondents are accountant.

This table shows that from the total respondent 4(28%) of respondents have below 3 year of service in the organization, and 6(46%) of them have 3-6 years and the remaining 3(23%) of the respondent have between of 6-9 year of service in the bank. This indicates that majority of the respondent have 3-6 years of experience and know more about the characteristics of the job and the practice indicating that the employees have a good experience to do their job.

4.1.2. Analysis of question directly related to the study

Table 2. Responsible body to appraise performance

Item	No of respondents	Percentage
Managers	2	15%
self-ratter	3	23%
Immediate supervisor	7	54%
co- worker	1	8%
Total	13	100%

Source: questionnaire 2020

From this table we can understand that from the total respondent 7 (64%) of the respondents said that the immediate supervisor are made performance evaluation and 3(24%) of the

respondent stated that the performance appraisal is made by themselves .The remaining 2(15%) and 1(8%) said that performance appraisal is made by managers and co-workers respectively. This implies that immediate supervisors is more responsible body to appraise employee performance.

Our conclusion also supported from literature review (John Bernardino and Joyce Russell, 1998). Stated "performance appraisal is a systematic evaluation of employees job performance by their supervisors.

Table 3. Criteria to evaluate employee's performance in the organizations.

Item	No respondents	Percentage
Quality of work	2	15%
Goal achievement	1	8%
Experience of work	2	15%
knowledge and skill	8	62%
Total	13	100%

Source: Questionnaire2020

By making reference the above table from the total respondent 8(62%) of the respondent responded stated that the knowledge and skill is the criteria used by the organization to measure their employees, and 2(15%) of the respondent told that experience in work is the criteria to evaluate employees performance, While the remaining 2(15%) and 1(8%) are said quality of work and goal achievement respectively. The researchers concludes that knowledge and skill is the basic criteria used by the organization to evaluate performance of its employees.

Table 4. The criteria used to evaluate your performance are clearly defined and objective.

Scale	No of respondents	Percentage
Agree	6	46%
Strongly agree	2	15%
Disagree	3	23%
Strongly disagree	1	8%
Neutral	1	8%
Total	13	100%

Source: questionnaire 2020

As table shown that from the total respondent 6(46%) of the respondent agreed that the criteria used to evaluate performance of employee is clearly defined and objective, 2(15%) of the respondents are strongly agree with the criteria evaluated performance is clearly defined and objective. While 3(23%) of respondent disagree with this idea and the remaining 1(8%) and 1(8%) of the respondent are strongly disagree and neutral respectively. Therefore employee performance evaluation criteria of the organization is clearly defined and objective. The researchers concludes that the organization fulfil the important things to evaluate employees performance. Supported from the review, Performance evaluation criteria must be clear to provide effective performance result (Armstrong, 2009).

- Respondents recommend that the criteria should be based on what individuals are perform while bias and other such as discrimination should be removed from performance evaluation practice.

Table 5.The weights assigned to evaluation criteria are fair

Scale	No of respondents	Percentage
Agree	7	54%
Strongly agree	1	8%

Disagree	3	23%
Strongly disagree	-	-
Neutral	2	15%
Total	13	100%

Source: questionnaire 2020

As shown in the above table show that from total respondent 7(54%) of the respondent agreed that the weight assigned to evaluation criteria are fair and 1(8%) of the respondents strongly agreed that the weight assigned to performance evaluation is criteria are fair., while 3(23%) of respondent are disagreed with the idea states that the weight assigned to evaluation criteria are fair and 2(15%) of the respondent are neutralize themselves. This indicates that the weight assigned to evaluation criteria is most probably fair but still there is some problems.

Table 6.Employees are satisfied on current performance evaluation criteria.

Scale	Number of respondent	Percentage
Agree	3	23%
Strongly agree	1	8%
Disagree	5	38%
Strongly disagree	3	23%
Neutral	1	8%
Total	13	100%

Source: questionnaire 2020

As shown in the above table show that from total respondent 5(38%) of the respondents are disagreed with the issues that employees are satisfied with current evaluation criteria and 3(23%) of them also strongly disagreed that employees are satisfied on current performance

evaluation criteria, But the remaining 3(23%) and 1(8%) of the respondents are agreed and strongly agreed that employees are satisfied on current evaluation criteria, while 1(8%) of the respondents are neutralize themselves. This intended to conclude that employees are not happy about performance evaluation criteria currently used by the organization.

Table 7. Performance évaluation techniques

Item	No of respondents	Percentage
observation	3	23%
Forced distribution	-	-
Check list	-	-
paired comparison	-	-
Essay method	7	54%
360 degree feedback	1	8%
management by objective	2	15%
Assessment center	-	-
Total	13	100%

Source: - questionnaire 2020

The above table shown from the total respondent 7(54%) of the respondent said that the major performance evaluation techniques used in the organization is essay method, 3(23%) of respondent says that observation is the method, While the remaining 2(15%) and the 1(8%) of them states that MBO and 360 degree feedback respectively are methods of performance evaluation.So this shows that essay method and paired comparison are major techniques applied by the organization to assess the performance of its employee.

Table 8. Performance evaluation can enhances employee's productivity and achieve organizational goals.

Scale	Number of respondent	Percentage
Agree	7	54%
Strongly agree	2	15%
Disagree	1	8%
Strongly disagree	2	15%
Neutral	1	8%
Total	13	100%

Source: questionnaire 2020

As shown in the above table show that from the total respondent 7(54%) of the respondents agreed that performance appraisal can enhance employees productivity and achieve organizational goals and 2(15%) of the respondents also strongly reacted with the issues performance appraisal is a means to enhance employees productivity and achieve organizational goal, while 1(8%) of the respondents are disagreee about that performance appraisal can enhance productivity and organizational goals achievements. The remaining 2(15%) and 1(8%) of the respondents are strongly disagreed and neutralized themselves about the issue performance appraisal can enhance employees productivity and achieve organizational goals.majority of the respondent said that performance appraisal can enhance productivity and organizational goal achievement. The response intended to conclude that performance appraisal is used as a means of increasing productivity and achieve organizational goal. Supported from literature review all round goals of performance

appraisal need to develop employee “core competence", critically important behaviors, skills and attributes need to achieve organizational goal (French, 2007).

- The ways listed in the continuing open ended question regarding some suggestion about employee’s evaluation criteria fairness and its role on employee’s performance, as most respondent suggested that employee’s evaluation criteria should be fair and clear so as to enhance organization development and also they suggested that performance evaluation has a vital role on productivity and employee motivation.

Table 9 purpose of performance evaluation result.

Item	No of respondent	Percentage
Salary increment	3	23%
Training and development	4	31%
Bonus	1	8%
promotion	1	8%
Motivation	2	15%
Decision making	2	15%
others	-	-
Total	13	100%

Source: - questionnaire 2020

As the above table shown from the total respondent 4(31%) of the respondent say that performance evaluation is used for training and development, 3(23%) says for salary increment, 2(15%) of the respondent said that performance evaluation used for motivation. The remaining 2(15%), 1(8%) and 1(8%) of the respondent also said that performance evaluation result is used for decision making, promotion and bonus respectively. Therefore majority of the respondents tell that performance evaluation used for training and development in the organization.

Table 10. Training and development as well as promotion are provided to employees based on their performance.

Scale	Number of respondent	Percentage
Agree	3	23%
Strongly agree	2	15%
Disagree	3	23%
Strongly disagree	4	31%
Neutral	1	8%
Total	13	100%

Source questionnaire 2020

The above question intends the researchers to understand training and development provided to employees is based on performance result or not. As the above table show that from the total respondent 4(31%) of the respondent strongly disagree to the training and development provided based on performance result, 3(23%) of the respondent disagree to the training and development provided based on performance result. 3(23%) of the respondent are agree to the training and development is given based on performance result. The other 2(15%) and 1(8%) of the respondent are strongly agree and neutral respectively. So training and development of the organization is not based on performance result.

Table 11.The performance evaluation can distinguish effective from ineffective performer.

Scale	Number of respondent	Percentage
Agree	7	54%
Strongly agree	3	23%
Disagree	2	15%
Strongly disagree	-	-
Neutral	1	8%
Total	13	100%

Source: questionnaire 2020

As the above table shown from the total respondent 7(54%) of the respondent agrees that the performance evaluation distinguish effective from ineffective performer 3(23%) of respondent are strongly reacted to the idea that performance appraisal is a mechanism to differentiate effective from ineffective one, But 2(15%) of respondents disagree with the idea that performance appraisal is used to differentiate effective from ineffective performer. The other 1(8%) of the respondents have ideas different from this. According to the response the researchers concludes that performance evaluation is important to distinguish effective from ineffective performer.

Table 12. The evaluator is influenced by personal liking and disliking when evaluating my performance.

Scale	No of respondent	Percentage
Agree	6	46%
Strongly agree	3	23%
Disagree	2	15%
Strongly disagree	1	8%
Neutral	1	8%
Total	13	100%

Source: questionnaire 2019

By referring the data in the above table shown from the total respondent 6(46%) of the respondents agreed that the appraisers influenced by personal liking and disliking when evaluating performance and 3(23%) of the respondent strongly agreed with the idea while 2(15%) and 1(8%) of the respondent disagree and strongly disagree with it. The remaining 1(8%) of the respondents said that different from the idea stated above. The researchers concludes that there is a problem caused by personal liking and disliking at the time of evaluating employee's performance.

Table 13.Evaluation of my performance is based on my accomplishment and achievement.

Scale	Number of respondent	Percentage
Agree	3	23%
Strongly agree	1	8%
Disagree	6	46%
Strongly disagree	2	15%

Neutral	1	8%
Total	13	100%

Source: questionnaire 2020

From the above table show that from the total respondent 8(61%) of the respondent stated that performance appraisal practice of the organization is not based on accomplishment and achievement. While around 4(31%) of respondents are reacted with the idea performance appraisal is made based on accomplishment and achievements, and other 1(8%) of the respondents are think out of this. The researchers conclude that the performance evaluation of the bank is not according to accomplishment and achievement.

Table 14. Are you allowed to see your performance appraisal result on time?

Item	No of respondents	Percentage
Yes	9	69%
No	3	23%
I don't know	1	8%
total	13	100%

Source: questionnaire 2019

As we look from the table above shown from the total respondent 9(69%) of the respondent react with the idea seeing performance appraisal result on time, but 3(23%) of the respondent feel different from this. While the other 1(8%) of the respondents are neutralize themselves from the issue of seeing performance result on time. This indicates the organization show performance result on time but still there is some gaps.

Table 15. Do you discuss on the performance appraisal with the appraisers?

Item	No of respondents	Percentage
Yes	2	15%

No	10	77%
I don't know	1	8%
Total	13	100%

Source: questionnaire 2020

Ppeople expect that discussion is a vital mechanism to solve a problem. To verify this theory the above statement is developed to know the level of agreement that made the organization discussion. As shown in the above table out of 13 respondent 10(77%) of the respondent respond that discussion is not held in the organization about the issues of performance evaluation and 2(15%) of the respondent said that there is discussion with the appraisers, while the remaining 1(8%) of the respondents assumed different from this. Therefore majority of the respondents states that there is no discussion in the organization about performance appraisal.

Table16.problems are faced in your organization when evaluating employee performance.

Item	No of respondents	percentage
Evaluate based on recent performance	2	15%
Discrimination	3	23%
Evaluate all in one dimension	7	54%
Others	1	8%
Total	13	100%

Source: questionnaire 2020

From this table we can see that, from the total respondent 7(54%) of the respondent said that the organization face a problem of evaluating all in one dimension and 3(23%) of them states the organization may face discrimination effect. The remaining 2(15%) and 1(8%) of the respondent stated that the organization faces a problem of evaluating based on recent

performance and other problems respectively, at the time of evaluating their employees. The researchers concludes that the performance evaluation practice of the organization is not free from problems.

Table 17. Reasons for problems identified from table 16

Item	No of respondents	Percentage
System design problem	3	23%
Ratter's problem	7	54%
Problem from employees	1	8%
Other	2	15%
Total	13	100%

Source: questionnaire 2019

As the above table shows that from the total respondent 7(54%) of the respondent knows that the problem in the organization is raised due to ratters mistake, and 3(23%) and 1(8%) of the respondent believed that the problem caused by system design of the organization and problem from employees, While the remaining 2(15%) of the respondent told that the organization problem raised from other issues. According to Ivancevich, (1989), the use of ratings assumes that the rater is reasonably objective and accurate. However, in reality, raters' memories are quite imperfect, and raters subscribe to their own sets of likes, dislikes, and expectations about people, which may or may not be valid. Depend on the response above and the information gained from literature review we conclude that performance appraisal problem of the organization raised from ratter.

Table18. Can you appeal to a higher officer of your organization when you perceive your performance result is unfair?

Item	No respondents	percentage

Yes	4	31%
No	8	61%
I don't know	1	8%
Total	13	100%

Source: questionnaire 2020

According to the table above around the total respondent 8(61%) of the respondent are not support the idea that appeal to higher officer if the performance result is unfair, But 4(31%) of the respondent are say that they appeal to higher officer when their performance result is unfair .while 1(8%) of the respondent are not know about the issue. Therefore majority of employees are not appeal to higher officer even if their performance result is unfair.

Table 19. Questions based on table18 if your answer is yes do you think the grievance will be fairly examined.

Item	No of respondents	Percentage
Yes	4	66.67%
No	2	33.33%
I don't know	-	-
Total	6	100%

Source: questionnaire 2020

As the table above shown that from the total respondent 4(66.67%) of the respondent are support the idea the grievance appealed to higher officer is fairly examined while the remaining 2(33.33%) of the respondent does not react with the idea the grievance is fairly solved. This shows that the grievance is fairly examined.

Table 1. Problems occurred, if there is absence of performance appraisal.

Item	No of respondent	Percentage

lack of commitment	3	23%
Reduce productivity of employees	7	54%
Iincompetency with other	2	15%
Other	1	8%
Total	13	100%

Source: questionnaire 2020

According to the table above show that from the total respondent 7(54%) of the respondent reduce in productivity of employees is the major problem faced in the organization if there is no performance appraisal. and 3(23%) of the respondent are told that lack of commitment is the problem.

The remaining 2(15%) and 1(8%) of the respondent is said incompetence's with other and other problems such as employee dissatisfaction respectively occurred in the organization due to absence of performance appraisals. This leads the researchers to say that performance evaluation practice is important for organizational development and employee's initiation.

4.2. Analysis of interview

This analysis was based on the interviewe conducted with manager and supervisors 0f Dashen bank. Accordingly, to performance evaluation policy of Ethiopia Wolkite Dashen bank has its own policy about performance appraisal practice among them: transfer, creating incentive schemes and promotion of employees with in organization.

As the manager said Wolkite Dashen bank has its own performance appraisal practice and they apply mostly essay method and management by objective to evaluate the performance of its employees.

The performance evaluation practice of the organization faced different obstacles such as lack of know how about the issue of performance appraisal, problems raised from ratter, employee's bad perception about performance evaluation and other. Performance appraisal

of the organization is used to differentiate effective from ineffective performer, training and development purpose, promotion, transfer as well as to measure the productivity of the organization and to make informed decision.

Employees perceived differently for performance appraisal, some of them are think of performance appraisal is not necessary for the organization as well as not necessary for the organization development while some are perceived positively that performance appraisal is important for the enhancement of employees productivity and organizational goal achievement. Employee also accept performance appraisal result differently, some are happy while others are not accept positively their performance result The organization tries to change this bad attitude of employees towards performance evaluation by providing training about the purpose of performance appraisal and its role on organizational effectiveness.

CHAPTER FIVE

SUMMARY OF FINDING, CONCLUSION, AND RECOMMENDATION

5.1. Summary of the Findings

The summary of finding of the study is derived from analysis of both primary and secondary data. The following determinants constitute the summary finding.

- As the data shows 9(69%) of the respondents are male, while the remaining 4(31%) are female and around 8(62%) of the respondent are between the age of 18-25.
- From the data, 7(54%) of the respondent said that performance evaluation made by immediate supervisors.
- 7(54%) of the respondents said that the organization applying essay method of performance evaluation.
- From the study 8(62%) of the respondents stated that organization utilized knowledge and skill as criteria to measure employees performance.

• Around 7(54%) and 2(15%) of the respondent agreed and strongly agreed respectively that performance evaluation have a vital role on enhancement of productivity and organizational goal achievement.

• 3 (23%) and 7(54%) of the respondents are strongly agreed and agreed that performance evaluation distinguish effective from ineffective performer.

• Majority of the respondents suggested that unfair and discrimination as well as personal liking and disliking should be removed.

• As the data obtained majority of employees perceive differently towards performance result.

• 10(77%) of the respondent stated that there is no discussion held with appraiser about performance appraisal.

• 9(69%) of the respondents suggested that training and development is not provided based on performance result.

• Around 8(61%) of the respondents stated that performance appraisal of the organization is not based on accomplishment and achievement.

• From the study 7(54%) of the respondent describe that there is a problem of evaluating all employees in one dimension.

• Around 10(77%) of the respondents stated that there is no discussion with the appraiser about the issue of performance evaluation.

• Around 7(54%) of the respondents stated that the problem of performance evaluation of the organization is mainly raised from ratter's problem.

• 7(54%) of the respondents reduction of employee productivity is a problem raised in the organization due to absence of performance appraisals.

5.2. Cconclusions

From the summary of finding the researchers intends to make the following conclusion.

• As the data shows majority of the respondents are male

• The most respondents are under productive age group.

• From the findings of the respondent performance evaluation made by immediate supervisors by applying essay method of performance evaluation.

• The study established that organization utilized knowledge and skill, experience in work as criteria to measure employee's performance.

• From the finding performance evaluation have a vital role on enhancement of productivity and organizational goal achievement, and distinguish effective from ineffective performer by giving performance feedback according to individual's success.

• Different employee give different perception for performance appraisal some assumes important for facilitating objectives while other perceived that it is not necessary.

• Training and development of the organization is not provided based on performance result .It leads the organization to operational problem because people that are need training may not take training.

• From the finding the study concludes that there is unfair evaluation and discrimination in the bank.

• From the study there is a problem of evaluating all employees in one dimension raised from ratter's problem. The organization lacks trained appraisers, results in employee dissatisfaction as well incompetence among staffs.

• Reduction of employee productivity is a problem raised in the organization if there is no performance appraisal.

5.3. Recommendation

What we want to recommend here is that standing from the summary and conclusion of the study is the organization should updated in order to create better performance evaluation practice.

• The management is better to give great emphasis and attentions for performance appraisal, Because of performance appraisal have many benefits for the employees and the organization. Such as increase productivity, increase motivation on employees, and it provides better rewards, for employees who perform his or her job effectively.

• From the findings, the study recommend that organizations is better to establish and adopt performance appraisal systems that would enable effectively appraisal of the employees and therefore providing opportunities to the management in identifying staff training needs, identify performance targets, improve employees performance and helping employees on time management through planning and setting of deadlines.

• From the findings and conclusion, the study recommend that organizations should appraise their employees to enhance employees' productivity

• The management should utilized targets, accomplishments, organization goals, time management and efficiency for performance measure purposes and the appraisal process as this would lead to increased in employee's productivity.

• Every employees must do their given job and duties on time with efficient and effective performance to get good performance result.

•If there is any problem regarding to the performance appraisal practice of the bank, it is advisable to solve it peacefully through discussion in order to develop problem solving capacity of employees through meeting and discussion.

• As the problem raised from ratter the organization is better to provide training about how to conduct performance evaluation in order to develop effective performance evaluation activities.

• To change the employees and ratters attitude toward PA system, it is good that to create awareness about performance evaluation so as to improve performance evaluation practice which is free from discrimination.

• To make a good employees productivity a manager have responsibility to motivate and participate each employees through their managerial skill.

• From the finding there is discrimination problem in evaluating performance so it is better to eliminate it in order to create satisfied employees and enhance organizational goal achievement.

• The organization provides training and development service with respect to individual result and performance to geared up employee competency and development.

• Finally from those of other organizational management human resource managers have an important role to manage and to perform those related activities with performance appraisal system. Because human resource are the most valuable asset for the organization and should be need to motivated to create satisfactory man power.

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APPENDIX 1

WOLKITE UNIVERSITY

COLLEGE BUSINESS AND ECONOMICS DEPARTMENT OF MANAGEMENT

Dear respondents the purposes of this questionnaire were to assessments of performance appraisal practice in Dashen bank of Wolkite main branch as fulfilment of the requirements of the completion of bachelor degree in management.

The information you provide will be valuable for the success of the study. Please be honest and objective in filing the questionnaire. The information you give as used only for academic purpose and will be kept confidential.

Thank you in advance for your cooperation!

Note

.No need of write your name

.Indicate your answer by putting (√) mark on given box

I. Personal information

1. Sex male ☐ Female ☐

2. Age: 18- 25 ☐ 26-33 ☐ 34-41 ☐ Above 41 ☐

3. Education status

BA ☐ PHD ☐

MA ☐ others_____

4. Title of your job:

Supervisor ☐ Manager ☐

Accountant ☐ Other_____

5. Years of experience in Dashen bank:-

Below three years ☐ 6-9 years ☐

3-6 years ☐ above 9 years ☐

II. Questions related to the study

1. In your opinion who appraise your performance (you may thick more than one)

Manager ☐ co- worker ☐

Self - ratter ☐ others_____

Immediate supervisor ☐

2 .What is the criteria used to evaluate employees in your organization?

Quality of work ☐ Knowledge and skill ☐

Experience in work ☐ Goal achievement ☐

3. The criteria used to evaluate your performance are clearly defined and objective?

Agree ☐ Strongly Agree ☐ disagree ☐ strongly disagree ☐

Neutral ☐

4. If the criteria is not clearly defined and objectives, answer the following questions.

A. Mention any criteria that should be included_____

_____

B. Mention any criteria that must be removed_____

_____

5. The weights assigned to evaluation criteria are fair.

Agree ☐ Strongly agree ☐ disagree ☐ trongly Disagree ☐

Neutral ☐

6. What are the techniques that are used in your organization for Assessing performance?

Observation ☐ Essay method ☐

Forced distribution ☐ 360 degree feedback ☐

Check list ☐ management by objective ☐

Pair comparison method ☐ Assessment center ☐

If other specify_____

7. Employees are satisfied on current performance evaluation criteria.

Agree ☐ strongly agree ☐ disagree ☐ strongly disagree ☐ neutral ☐

8, Performance evaluation can enhances employee's productivity and achieve organizational goals.

Agree ☐ Strongly agree ☐ Disagree ☐ Strongly disagree ☐

Neutral ☐

9. What is your suggestion about employee's performance evaluation fairness and its role on employee's performance_____

_____?

10. For what purpose is performance evaluations result used in your organization (You may thick more than one)

Salary increment ☐ bonus ☐

Training and development ☐ Decision making ☐

Promotion ☐ Motivation ☐

If others specify_____

11. Training and development as well as promotion are provided to employees are based on their performance.

Agree ☐ Strongly agree ☐ Disagree ☐ Strongly disagree ☐ Neutral ☐

12. The performance evaluation can distinguish effective from ineffective performer.

Agree ☐ Strongly agree ☐ Disagree ☐ Strongly disagree ☐

Neutral ☐

13. The evaluator is influenced by personal liking and disliking when evaluating my performance.

Agree ☐ strongly agree ☐ Disagree ☐ strongly disagree ☐

Neutral ☐

14. Evaluation of my performance is based on my accomplishment and achievement.

Agree ☐ strongly agree ☐ disagree ☐ strongly disagree ☐

Neutral ☐

15. Are you allowed to see your performance appraisal result on time?

Yes ☐ No ☐ I don't know ☐

16. Do you discuss on the performance appraisal with the appraisers?

Yes ☐ No ☐ I don't know ☐

17. What problems are faced in your organization?

Evaluate based on recent performance ☐

Discrimination ☐

Evaluate all in one dimension ☐

Others specify_____

18, what is the reason for the problem arises on the question No," 17"?

System design problems ☐

Ratter problem ☐

Problems from employees ☐

Others specify_____

19. Can you appeal to a higher officer of your organization when you perceive your performance result is unfair?

Yes ☐ No ☐ I don't know ☐

20. If your answer to question number “19 " is yes do you think the grievance will be fairly examined?

Yes ☐ No ☐ I don't know ☐

21. What problems exist, if there is absence of performance appraisal?

Lack of commitment towards job ☐ Incompetence with other ☐

Reduce productivity of employees ☐ If others specify_____

Thank you for taking time to fill the questionnaire!

APPENDIX 2

Interview question

1. Do you apply performance appraisal in your organization? Say Yes or No
2. If your answer is yes what type of performance appraisal method you are used?
3. What obstacle do you get when you apply performance appraisal?