

JIMMA. UNIVERSITY
FACULTY OF BUSINESS
DEPARTMENT OF MANAGEMENT

*THE CONTRIBUTION OF EMPLOYEES
PERFORMANCE APPRAISAL IN ENHANCING
THEIR PERFORMANCE IN SELECTED
GOVERNMENT
ORGANISATION IN THE CASE OF HOSSAENA
TOWN*

BY:
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ABSTRACT

The research paper present performance appraisal facts on governmental - organizations in SNNP, Hossaena town . Facts related to performance appraisal: Contribution of performance appraisal in improving performance of employee, performance appraisal results utilization and ability of performance appraisal forms in evaluating performance of employee.

The study base itself on field study and which have taken three months.

The research reached at a conclusion that the current performance appraisal system and procedure of government organization is more of a formality rather than a tool used in increasing the performance of employees.

ACKNOWLEDGEMENT

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CHAPTER ONE

INTRODUCTION

BACKGROUND

It is widely accepted that performance appraisal makes a significant contribution to the work of organization and to the employees. Performance appraisal rests on the assumption that if employees' performance is scrutinized and feedback is given, the motivation to work more effectively should increase (Attwood & Dimmock, 1996). Performance appraisal provides mechanisms for recognition of the quality of an individual's output, and value of their contribution to the organization (M.G. Haynes, 1978). Performance appraisal is used in training and support procedures and aligns individual work and energy with the objectives and goals of the organization (M.G. Haynes, 1978). Based on this, this paper will conduct a study on processes, purposes, problems and contribution of performance appraisal system and procedure that are practiced at present time studied.

This study tries to find how organizations utilize performance appraisal system and procedure by gathering information from selected government organizations found in SNNPRG, Hossaena town.

STATEMENT OF THE PROBLEM

Human resource department is aimed at influencing the effectiveness of employees in the organization (Hersey 1998). This department involve in activities like human resource planning, recruitment, placement, Compensation management and job analysis .

Performance appraisal system and procedure is one of the most important activities of this department. Performance appraisal is intended as a means of measuring and enhancing individual and, inturn, institutional performance, fostering professional development and career growth, determining merit increases, and meeting the internal and external demands for documentation of individual performance, (Byars, 1997).

Although performance appraisal has the above mentioned benefits and purposes it has problems in Ethiopia. Some of the problems encountered include, first, ineffective organizational policies and practices, which undermine the performance management activities. That is, Organization do not offer rewards to the employee who have good performance result.

The other problem is that organizations have not started to setup yearly and quarterly work objectives and evaluate their performance accordingly (civil service commission Report, 1995). The performance evaluation of employees can be easily and objectively if they are given distinct work objectives at the beginning of the rating periods.

The third problem is that in most organizations the result of performance appraisal is shown to their employees when it is below average. But one of the purposes of taking employees performance appraisal is to provide performance feedback to employees, however, they are not given the

chance to see and discuss with their immediate supervisors regarding their performance results (G.Dessler,1991)

The fourth problem is that in most organization the evaluating factors instead of measuring the performance of employees, Concentrate on the behavior of employees (civil service commission Report,1995). This creates a doubt on the ability of the evaluation form.

Finally, some of the factors in the performance evaluation form are not designed to measure the performance of employees (Civil service Commission Report ,1995) Employees whose duties do not demand creativity are evaluated on the basis of this. For this reason it can be concluded that the present performance evaluation form and procedure have strong deficiencies and the performance evaluation results can not be able to improve the employee's performance rather it becomes personal record only.

Accordingly, the accomplishment of employee performance appraisal system in most organization is more of a formality rather than a tool used in increasing the current performance of employee.

OBJECTIVES OF THE STUDY

The objective of this study was to carry out a thorough assessment of the effect of performance appraisal on improving the employees performance. More specifically, the aim of the study was the following:-

1. To investigate the performance appraisal form used by organizations ability to evaluate the employee performance in appropriate way.
2. To investigate how organizations implement the results of performance appraisals.
3. To examine attempts made to improve the performance of the employee

SIGNIFICANCE OF THE STUDY

Performance evaluation is the practice of almost all organizations whether they are governmental or non-governmental. It is done in most organizations twice a year with different purposes like pay increases, promotions, and to give feedback to employees. It also important for the organization development. But it do not able to bring change on employees performance. Accordingly, this study will try to address the factors that constrain to the contribution of employee performance appraisal on their performance improvement is highly relevant and timely.

CHAPTER TWO

LITERATRE REVIEW

Why should you appraise performance? Many scholars wrote about the uses of performance appraisal in their different works. Performance appraisal is intended as a means of measuring and enhancing individual, and in turn, institutional performance. Building on many writers on the area (performance appraisal) such as Druker (1977 &1982), Lussier (1995),Plunkett (1994) has summarized the main potential purposes of performance appraisal as follows:

1. Provide feedback about the success of previous trainings and disclose the need for additional trainings.
2. Develop individuals plan for improving their performance and assist them in making such plan.
3. Determine whether rewards such as pay increases, promotions, transfers, or communications and due or whether warning or termination is required.
4. Identify areas for additional growth and the methods that can be utilized to a chive it.
5. Develop and enhance the relationship between the person being evaluated and supervisor doing the evaluation
6. Give the employee a clear understanding of where he or she stands in relation to the supervisor's expectations and in relation to the achievement of specific goals.

Although many of the writers on the performance appraisal are write its purposes and benefits to the development of employees and the

organizations, there are some writers who wrote problems of the performance appraisal.

Some appraisals fail because subordinates are not told a head of time exactly what is expected of them in terms of good performance others appraisals failed because of problems in the forms and procedures used to actually appraise the performance, still other problems arise during the interview- feedback session, problems that include arguing and poor communications (G.Dessler, 1994) ✓

The point raised by Dessler is also shared by John E. Oliver (1985). He argued that problems occur at any stage in the evaluation process.

The Components of appraisal system

Performance appraisal systems include three major components. The criteria (factors and standards) against which the employee's performance is measured. Criteria include quality of work, efforts at improvement, specific attitudes, and quality of output. Second, the rating that summarized show well the employee is doing. Finally, the method used to determine the ratings. Method could involve specific forms, people and procedure (R.Plunkett, 1994).

Different personalities, jobs, organizations and subsystems call for different criteria, ratings and methods. According to Dr. Susan Resnick-West coauthor of Designing performance appraisal Systems, the major predictor of the effectiveness of a performance system is whet here it is tailored for individuals. Factors that system designers should consider include task contemporary, previous work experience, educational level , and individual performances (Mohrman, Resnick-west, and lowler, 1989).

Appraisal systems can be classified as subjective or objective. Subjective systems allow raters to operate from their own personal point of view. As M. Harris 1997 ; Pointed out, raters may be allowed the freedom to create factors , define what each factor means, and determine the employees proficiency in each category.

CHAPTER THREE

METHODOLOGY

The area of the study will be governmental organizations found in SNNPRG, Hossaena town which is about 565 Kms far away from Jimma town (Jimma university). The study will focus on Organizations who have bottom-down evaluation system. That is, Organizations who have the superior -subordinate evaluation system. The subject of the study will be employees who are found in managerial (supervisory) position and who are found in non-managerial (non-supervisory) level.

The first group encompasses employees who are found in non-managerial or non-supervisory positions. The reason for focusing these populations, they are the one to be evaluated and have passed through this evaluation procedure. As a result, the respondent will give the required information in a more confident and reliable manner. So, the study may consider this investigation as a crucial issue that might affect the employer employee relationship.

The second group of population in the study are those employees who are found in managerial or supervisory position in the organization. The reason for choosing these population is that they are the one who are expected to fill the performance evaluation form and have the possibility to see the strengths and weakness of the evaluating system. Therefore, they will give the needed information in a more certain and reliable manner. In addition to this, they have the access to perceive the behavior of employees and their activities in improving their performance before and after the performance evaluation process. So, the study may take it as a very important issue that might have an influence on the rater ratee relationship.

performance before and after the performance evaluation process. so, the study taken it as a very important issue that might have an influence on the rater -ratee relationship.

The technique used to select organizations was random- sampling technique and the sample government organizations visited were Hadiya zone Agricultural bureau, Hadiya zone Education bureau, Hadiya zone Finance bureau and Hossaena Hospital.

Sample of the study

The number of employees to be studied was determined by using stratified sampling technique. That is, in which the parent population (all employees in this study) was divided in to mutually exclusive groups (in this study, employees who are in non- managerial and managerial position). From the total number of employees in each organization, subjects were selected by such technique;

$$\frac{\text{Total population} \times 100}{\text{sample size}}$$

Note: The sample size was make up percentage of the population.

For Hadiya zone Agricultural bureau the number of employees taken as a sample was 28 which is 15% of the population. That is

$$\frac{170}{0.15} \times 100 = 26$$

$\frac{45}{100}$

For Hadiya Zone Education Bureau 14 samples were selected from 95 employees. That is,

$$\frac{95}{0.15} \times 100 = 14$$

For Hadiya zone Finance bureau 13 samples were selected from the total employees of 72 .

$$\text{That is, } \frac{72}{0.15} \times 100 = 11$$

For Hossana Hospital 30 samples were selected form the total employees of 201. That is,

$$\frac{201}{0.15} \times 100 = 30. \text{ And the total number of employees selected was 85.}$$

Method of data collection

For the study two types of questionnaires were developed one for managerial position employees and the second for non-managerial position employees and in selecting respondent employees who were willing to respond and able to understand the questionnaire was taken into account. The questionnaires consists of items dealing with employee performance appraisal systems and procedures policies and practices, work objectives, feedback, evaluation factor. The main purpose of open-ended items was to give opportunity to respondents express their feelings, per ceptions, problems , intentions, etc related to the research. This enable the researcher enable to get information about the activities and problems of performance appraisal

The collection of data was done during the three weeks of semester break form Feb 4 to Feb 18,2002, after the first semester final examination. The most important data collection tool of the research

(questionnaire)were distributed to those randomly selected organization was by self-administered method and secured through structured interview method.

Data analysis Technique

Since the data collected was more qualitative, they were analyzed using percentages and tabulation. The responses for open ended questions were summarized, organized , and analyzed descriptively.

SCOPE AND LIMITATION OF THE STUDY

SCOPE OF THE STUDY

The scope of the study confined to those establishments which are expected to have employee. Performance appraisal system and procedure and that are owned by government found in SNNPRG, Hossaena town . The appraisal system and procedure organizations used can be prepared by the civil service commission or by the organization itself, if any . The study include the performance appraisal systems on the promotion and salary decision, and organizations policy on reviewing the persons career plan in light of his/her exhibited strengths and weaknesses .

Limitation of the study

- ❖ The time given for the collection of data was not sufficient to collect the required information.
- ❖ It was difficult to get respondents who have a good knowledge about the existing performance evaluation form

CHAPTER FOUR

Results and Discussion

As indicated in the methodology section, 85 questionnaires were distributed to employees of both managerial and non-manual position employees of randomly selected governmental organizations out of which 95.29% were returned. The questionnaires distributed to employees of non-manual position were 68 and out of these 95.59% were returned and 17 questionnaires were distributed to employees of managerial position and from these 94.12% were returned. Out of the distributed questionnaires, 2 questionnaires from Agricultural bureau and to questionnaires from Finance bureau were not returned. The results of the analysis of the data are summarized below.

The analysis of personal characteristics of the subjects indicate that 70.77% of non-manual position employees are males and 29.23% of non-manual employees are females. 87.50% of managerial position employees are males and 12.5% of managerial position employees are females.

Table 1: Distinct work objectives

Item	yes	%	No	%	Total
Does your orgn. Give you distinct job objectives in periodic basis?	36	45.57	43	54.43	79

Among those subjects who respond to item 1, only 45.57% of them reported that they have given distinct work objectives in periodic basis .

When further asked as to whether they have evaluated their performance according to the set work objectives or not, 26 said that they were evaluated according to the set objectives but most of them responded that they are evaluated according to the form prepared by civil service commission.

From the above data one can observe that government employees are not given definite work objectives before the starting of the period and their performance rating is taken depending what their supervisors assumed to have been done by them. But the irony is that the performance appraisal of employees can be easily and objectively examined if they are given work objectives at the beginning of the rating period.

With regard to weaknesses of performance appraisal form 77.92% of the subject reported that the system is weak and 22.08% reported the system was not weak

When asked where the weaknesses were seen, as shown in table 2, 36% of respondents reported the weakness of the system was on design of the form, 45.33% stated that the weakness was on the factors of evaluation and 18.67% responded that the weakness was from lack of supervisors knowledge. And 6 respondent were not answer this item.

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Table 2: weakness of performance appraisal form

Items	Number	Percentage
Design of the form	27	36
Factors of evaluation	34	45.33
Knowledge of supervisors	14	18.67
Total	75	100

Most of the respondents selected that the weakness was from the factors of evaluation have been stated that the evaluation factors instead of measuring the performance of employees concentrated on evaluating the behavior of employees . This is indicated on table 3 which are presented for managerial position employees.

Table 3: Concentration of evaluating factors

Items	No	Percentages
On behavior of employees	12	75
On the job of employees	4	25
Total	16	100

As we can see from table 3, (75%) of the respondent states that the concentration of evaluation factors were on the behavior of employee and 25% of the subject responded that the concentration of evaluation factors were on the job of employees.

This point was investigated by presenting items asking the subjects to assess the effectiveness of performance appraisal system in evaluation and improving performance of employees.



Table 4: Effectiveness of performance appraisal in organizations.

Items	Yes	%	No	%	Total
Is PA system effective in your organization	7	10.94	57	89.06	64

The item in table 4 deals with the effectiveness of the performance evaluation system in improving the employees performance and at the same time in increasing the performance of organization itself. The majority of the subjects evaluated the performance appraisal system is not effective amounted to 89.06% of the respondents. These findings are in line with the preceding results in table 2 and 3.

The implementation of performance appraisal results after the performance evaluation is another key element in the work environment. This is because the performance evaluation is useless if there is no proper and timely implementation of the results. In an attempt to explore this issue, three items were presented to the non-managerial position employees who are one of the subjects to evaluate in what form their organization implement the result of the evaluation. The results are presented bellow in Table 5.

Table 5: Organization implementation of the results of Performance appraisal

Items	yes	%	No	%	Total
For salary review	51	79.69	13	20.31	64
For motivation	13	20.31	51	79.69	64
For employee development	38	59.38	26	40.62	64

As can be observed from Table 5, most of the respondents stated that their organization implement performance appraisal results for the purpose of salary review , 79.69%, next to salary review the respondents stated that their organization implement performance appraisal results for the purpose of employees development, 59.38%, and 20.31% of the respondent reported that their organization implement performance appraisal results for the purpose of motivating employees .

When further asked the subjects in what form their organization give motivation (reward) for its employees, 10 subjects said that the motivation was given in the form of promotion, 8 subjects said that the motivation was given in the form of salary increment, 3 subjects said that the motivation was given in the form of money and 2 subjects said that the motivation was given in the form of recognition.

Furthermore, managerial position employee who are the second subject of the research also evaluated their organization in what form implement the performance appraisal results. For these subjects to explore this issue, two items were presented. The results are presented below in table 6.

Table 6: Implementation of performance appraisal results

Items	Yes	%	No	%
Rewarding employees	2	15.38	13	86.67
Employees development	11	84.42	2	13.33
Total	13	100	15	100

As indicated in table 6, 15.38% of the subject reported that their organization implement performance appraisal by giving reward to employees who have best performance appraisal results and 84.42% of

the subject reported that their organization implement performance appraisal in the development of employees.

When further asked in what form the organization give reward for employees who have best performance appraisal result and how their organization use performance appraisal results for the development of employees, 33.33% of them said that they are rewarded by promotion and also 33.33% of the subject state that the reward was given in the form of recognition.

If of the respondent said that the development of employees was in position and 2 of the subject said that the development of employees was by increasing their salary.

In order to assess what attempts were made in organizations to improve the performance of employees who have bad performance evaluation results, a list of three points were provided for employees of managerial position. The results are presented below in Table 7

Table 7: attempts made to improve employees performance

Item	No	%
Giving warning	12	75
Giving advice	4	25
Giving training	-	-
Total	16	100

As can be observed from table 7, the majority of respondents have responded the attempt was given by warning, next to warning the attempt was made by giving advice for those employees who have low performance result and there is no any respondent who report attempts were made by giving training for those low performance employees.

Further question was presented to those subjects (managerial position employees) what measures are taken in their organizations on those employees that have repetitive bad performance evaluation results. The results revealed that 50% of the respondents reported that the action taken by their organization was reduction of salary, 43.75% of the respondents reported that the measures taken was demotion, 6.25% of the subject reported that the measured taken were giving warning and no respondent reported the action was taken by laying off those low performance employees. Absence of laying off those low performance employees may reduce the fear of those employees and they may not try to improve their bad performance results.

One of the purposes of taking performance appraisal is to provide feedback about the employee a clear understanding of where he/ she stands in relation to the achievement of work properly. In this connection, the participants were asked, whether their supervisions give them feedback or not. The results indicate that most of the respondents, 58 of non-managerial employees, reported that their supervisors did not give them feedback, and only 5 said that their supervisor give them feedback, and a respondents did not give response for this item. The question was also presented for managerial position employees, most of them reported that, 13, they were give feedback for employees who have bad performance results. The subjects also asked in what form they give feedback to those employees. 12 respondents said that the feedback was given in the form of discussion and 2 respondents said that the feedback was given in the written form.

The subjects were asked their idea in what manual they want to apply performance evaluations tem. The responses are summarized below.

- ❖ It should be designed according to the organization and approved by Civil service commission
- ❖ Training should have to give for employees who fill the efficiency form .
- ❖ There should be periodic follow up (critical incidence) of the performance of employees
- ❖ It should be face-to -face with supervisor
- ❖ It should be a short period evaluation, for instance in quarters.

CHAPTER 5

CONCLUSION AND RECOMMENDATION

The aim of the study is to evaluate the current performance appraisal system in government organizations. That is, to investigate the ability of performance appraisal form in evaluating the performance of employees in appropriate way, how organizations implement the results of performance appraisals and attempts made to improve the performance of the employees. The study reach the following conclusion from the results of the research.

Presently the performance appraisal of government organization is taken without giving them distinct work objectives at the beginning of the rating period. Worse than that most government organizations do not even give detail job description to their employees. The performance evaluation form has its own weaknesses on its design, factors of evaluation and supervisors knowledge. Some of the factors in the performance evaluation form, are not designed to measure the performance of employees rather they try to measure the behavior of the employees and the performance appraisal system is not effective in most government organizations. Most organizations implement the results of performance appraisal for salary review, for motivation and for the development of employees. The attempts made to improve the performance of employees do not give include giving training or those bad performers. Employees are given a chance to know their performance results only when their scores are below average even if the civil service law stated that the performance evaluation should be open and employees should be given the right to see their evaluations. This

automatically bars employees who have average and above average performance results from knowing how well they are doing and how they can do better in the future. Trainings on the objectives and procedures of taking performance evaluations and the responsibilities evaluations is seldom given to government organizations. For these reasons it can be concluded that the present performance evaluation form and procedure have strong deficiencies and to improve the deficiencies the following are recommended:

1. a new employee performance appraisal form with evaluating factors that can enable supervisors to measure the performance of their employees should be developed.
2. employees, before the rating period, should be given distinct work objectives and their performance evaluation should be taken on the basis of this.
3. One of the main purposes for taking employees performance evaluation is to provide performance feedback to employees. Employees are able to improve their performance when they openly know how well they are doing at present. Therefore, they should be given the chance to see and discuss with their immediate supervisors regarding their performance results.
4. Trainings on purposes of performance evaluation, procedures of taking evaluations and the responsibilities of supervisors should be given .
5. However careful we are in the preparation of performance evaluation systems it is impossible to make it completely free from subjectivity. Immediate supervisors or others who are in a position to take the evaluation of employees will have the chance knowingly or unknowingly to rate their employees wrongly. Problems that can possibly be created under this sort of circumstances can be reduced by setting up an appeals procedure for performance evaluation

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This questionnaire is developed to conduct a research on employees Performance appraisal contribution on their performance improvement.

I. General Background information

1. Please indicate your organization _____
2. Please indicate whether you are (1) Male
(2) Female
3. Please state your position _____

II. Perception

1. Does your organization set periodic distinct work objectives?
 Yes No
2. If yes, your organization evaluated its employees performance according to the set work objective?
 Yes No
3. If No, why (please state)?
4. What do you think the importance of performance appraisal in salary review?
 1. Very important
 2. Quite important
 3. Of little importance
 4. No importance
5. Does your organization reward employees who have best performance evaluation result ?
 Yes No

6. If yes, what are the rewards given to the employee who are best performer?

1. Salary increment
2. Monetary
3. Promotion
4. Recognition
5. Other (please state)

7. Does your organization use the performance appraisal results to the development of individuals?

Yes No

8. If yes, in what manner does your organization give development ?

1. position
2. salary
3. Other, please specify

9. Does your organization give training for employees who have bad or below average performance appraisal results?

Yes No

10. What attempts are made in your organization to improve the performance of employees who have bad performance evaluation results ?

1. Giving warning
2. Giving advice
3. giving training
4. Others, please specify

11. What measures are taken in your organization on employees that have repetitive bad performance evaluation results?

1. warning
2. Lay off
3. Salary reduction
4. Demotion
5. Other, please specify

12. Do you give employees feedback on their performance?

Yes No

If yes, answer question 13-16

13. In what form do you give him/her feedback?

1. Discussion
2. Writer
3. Other, please specify

14. For which category employee you give feedback?

1. above average
2. Below average
3. For both

15. Why do you give them feedback on their performance result? _____

16. What behavioral change do you observe up on there employees on other employees of the organization?

Positive Negative

17. If no, for what purposes does your organization require performance appraisal?

III Capacity of appraisal form

18. What is your attitude towards the present performance evaluation system?

Positive Negative

19. Do you believe that it contribute a lot to the organization and to the employee?

Yes No

20. Where is the concentration of the evaluation factor?

1. On the behavior of the employee
2. On the job of the employee
3. Other (please state)

21. Do you believe performance evaluation system is weak?

Yes

No

22. If yes, where do you believe its weakness?

1. It's design
2. Factors of evaluation
3. Other (please specify)

23. Do you want the performance appraisal form to be changed?

Yes

No

Appendix B.

Jimma university, Faculty of Business .

This questionnaire is developed to conduct a research on the contribution of employees performance appraisal in enhancing their performance

General background Information

1. Job level
2. Sex Male Female

II Perception

3. Do you know the amount of job expected from you?
 Yes Roughly yes No
4. Does your organization give you distinct job objective in periodic basis?
 Yes No
5. If yes, Do you evaluated on the basis of these job objectives?
 Yes No
6. Do you think that performance evaluation is important for salary review?
 Yes No
7. Does your organization have motivation system to those employees who perform best?
 Yes No
8. If yes, how it motivate (give reward) to these employees?
 1. Promotion
 2. Money
 3. Recognition
 4. Salary increment
 5. Other, please state

9. If No, what benefit do you receive from performance evaluation?

10. Does your organization use the performance evaluation results for the development of employee?

Yes

No

11. If yes, how your organization develop employee based on your performance result?

12. Does your organization give you training for employees that have bad or below average performance evaluation results?

Yes

No

13. What performance evaluations are used for in your organization?

1. salary decision
2. Promotion decision
3. Identifying training needs
4. Human resource planning
5. Lay off decision
6. Other, please state

14. Does your supervisor give you feedback on your performance result ?

Yes

No

15. If yes, What information your supervisor provide you by feedback?

1. Past weaknesses on job activities
2. Past strengths on the job activities
3. Future job activities that need improvement

4. Other, please state _____

III Capacity of performance appraisal form

16. What is your attitude towards performance evaluation?

Positive Negative

17. Do you believe performance evaluation let you to biased supervisor

Yes No

19. Do you believe performance evaluation contribute a lot to the organization and to the employee?

Yes No

20. Do you believe performance evaluation system is weak?

Yes No

21. If yes, where do you believe its weaknesses?

1. Its design
2. Factors of evaluation
3. Supervisors' Knowledge
4. Other, please state

22. Is performance evaluation system in your organization effective?

Yes No

23. Do you want the performance appraisal system to be changed?

Yes No

24. In what manner to apply performance evaluation you want?



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