ST. MARY'S UNIVERSITY COLLEGE

FACULTY OF BUSINESS

DEPARTMENT OF MANAGEMENT

AN ASSESSMENT OF PERFORMANCE APPRAISAL PRACTICES THE CASE OF HOLETTA   AGRICAL RESEARCH CENTER

BY

ALEMU ASRES

JUNE, 2010
SMUC
ADDIS ABABA

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AN ASSESSMENT OF PERFORMANCE APPRAISAL PRACTICES THE CASE OF HOLETTA AGRICAL RESEARCH CENTER

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Approved by the committee of examiners

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Examiner, Internal	Signature

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CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

Organization use human, material and technological resources to achieve their objectives. Among the resources human resource is the main resource that determines the overall achievement of the organization and it is the only resource that can be motivated and encouraged through moral and economic incentives or should always be secured. This tells us that all organizations have their own way of evaluating the performance of their employees based on the predetermined plan of the organization.(Brian Towers,1998.p197)

For the organizations to be effective it has to use its human resource wisely, since it determines even the survival and prosperity of the organizations. One way of handling this human resource is conducting performance appraisal.(Chandan.1976)

Performance appraisal is a systematic process of measuring and evaluating employees with respect to their performance on the jobs and their potential for development. The information obtained through performance appraisal provides foundation for recruiting, selecting, training and development of existing staff and motivating and maintaining a quality work force by adequately and properly rewarding their performance. With out reliable performance appraisal system a human resource management system is responsible for the total west of the valuable human assets a company has. This study focuses on examining important issues about performance appraisal which are a part of Humane Resource Management. It investigates how Holetta Agricultural Research Center here after (HARC) is effective in conducting performance appraisal which is important to the promotion of employees in the organization.

1.2. Background of the Organization

HARC is established in1960 E.C by Ethiopian Institute of Agricultural Research (EIAR). The center is located 27 km west of Addis Ababa at an altitude of 2400masl. The Center has 369 ha of land. Out of this, 285 ha is being used for research and related purposes including pastureland and the livestock research program.

The area receives an average annual rainfall of 1100-mm. The main rainy season is between June and September. Receiving about 70% of the total rainfall In the period between 1960__1975 there ware five research divisions that focus on generating technologies that will help to solve production constraints of crops and live stocks in central highlands and increase agricultural HARC is mandate to Five Research process•

- Crop Research Process
- Live stock Research Process
- Soil and water Research Process
- Agricultural economics Research Process
- Forestry Research process

Currently the center is headed by the research center director and assisted by administrative and supporting staff. The centre has a mission to:

- Introducing viable technologies (information's) from world wide sources and also generates appropriate technologies in participatory holistic and coordinated manner.
- Coordinate efficiently the national programs and projects that are mandated to it through technical support, training and capacity building.

HARC is a federal research center which has a strong external Links with different national and international institutions. The agricultural research process involves multiple disciplines and interest of multiple stake holders. This implies that the center has strong and smooth inter institutional and inter program collaboration with national and international Agricultural Research Organizations such as Alemaya University of Agriculture /AUA/, Addis Ababa University/AAU/, International Livestock Research Institute/ILRI/, Central Statistics Authority/CSA/, International Center for Agricultural Research in Dry Areas/ICARDA/, International Center for Research in Semi Arid Tropic/(ICRISA/, Food and Agricultural Organization /FAO/, and International Maize and Wheat Research Institute/CIMMYT/ In addition to these , HARC has a strong relation ship with different organizations at the federal level.

The Center has 420 employees with various level of educational background. The Centre is known for its higher number of educated Personnel than other research Centers in the

country. Thus, it has been an acceptable fact that the success of failure of the centre is largely dependent on this resource and need effective utilization of employees to achieve the organizational goal. In other words to retain these educated personnel it to have better performance appraisal

1.3. Statement of the Problem

Performance appraisal is one of the important components of the rational and systematic processes of human resource management. There will be professional assumption that if performance appraisal is conducted appropriately and its results communicated to employees effectively, then it will improve performance of employees and hence the performance of the organization. HARC has performance appraisal policy, the policy has procedures on the process of the performance appraisal of employees, but it has been regularly observed that there are unreserved question raised each and every day on the areas related to the relevancy, reliability, sensitivity, fairness, uniform participation of employees in the process and full utilization of the performance appraisal results for the well being of the employees as well as for the organization.

Hence, for the aforementioned reasons the researcher has been encouraged to conduct a survey on the assessment of performance appraisal practice of HARC. The research was designed to answer issues directly related with the performance appraisal in HARC based on the following areas of the research problems.

1.4. Basic Research Question

Based the defined, identified and justified problems stated above the researcher has strived to find solutions for some or more of the following research questions:

1. What is the relevancy of measuring the performance appraisal of employees to the center's piece in maintain its objectives?
2. How the techniques implemented by the center for measuring the performance are reliable, faire, or sensitive?
3. What is the attitude of individuals on the uniformity the performance appraisal throughout the center?

4. Are employees aware about the importance of performance appraisal? And what mechanisms are used by the center to create awareness, if any?

5. How the HARC uses performance appraisal result?

1.5. Objectives of the Study

The general objective of this study was to examine or assess the practice of HARC in the evaluation of performances of its employees, and see how far the process goes in line with the techniques and methods of performance appraisals under management science.

Specific objective

More specifically, this survey has tried to:

- See if HARC appraisals system fulfils basic requirement of good performance appraisal;

- Assess if performance appraisal result is different for different human resource decision; and

- Identify the main problems of performance appraisal in HARC.

1.6. Significance of the study

The study has came up with some findings which could reflect the real situation on the center and it was tried to identify the strength and weakness of performance appraisal in HARC. The points that were identified as weakness in the performance appraisal process may help the center to review its performance appraisal criteria. The study was assumed to help other researches who would like to carry out further investigation in the area of the study.

1.7. Delimitation of the Study

The study was confined to the impact of performance appraisal factors on the HARC. Even though the center was 42 years ago to make the study more relevant the research has used the recent four years data. The performance of employees depends on her/his ability. The opportunities he/she was exposed to performance appraisal he/she receives from her/his organization .However, this study focused only on the important of employees performance .

1.8. Research Design and Methodology

1.8.1. Research Design

It is obvious that descriptive research design was used for the reason that it makes the entire survey more flexible, efficient and economical and at same time descriptive type.

1.8.2. Population and Sampling Technique

To provide adequate data for analyzing the various sub population of the organization stratified sampling method was used. The total population was divided into three strata (sub population) namely Researchers, Administrators and Technical Assistant Workers and sample elements was selected proportionally from each stratum using a simple random sampling technique. Out of the entire population of 420, explicitly Researchers [88], Administrators [149], and Technical Assistant Workers [183], a sample of size 63 was made. Hence, based on the probability proportional to size 13, 23 and 27 sample has been selected from Researches Administrators and Technical Assistant Workers, respectively, to form the predetermined sample.

1.8.3. Types of Data Collected

The researched has used both primary and secondary data. The primary data has included information from questionnaire and interviews, secondary data incorporated all type of internally generated documents from the internal and external sources like internet, books and other materials available.

1.8.4. Methods of Data Collection

Primary data was collected by distribution questioner to randomly selected employees with different levels of skills experiences and salary they receive. In additional the information regarding the way a supervisors directly by interviewing the concerned higher level management bodies, the questioner was both open and closed ended, the interview was somewhat semi–structured. The sample size was about one fifths of employees; that is 63 employees from a total of 420 employees in the organization since employees of HARC are stratified sampling method is appropriate for increases statistical efficiently of the samples and provides adequate data for analyzing the various sub population of the sample ,The research has taken the sample randomly for each strata by classifying the employees

according to their educational background and then the data was analyzed and interpreted. The secondary data sources that were utilization include books, journals, annual reports, and procedure manuals web page organizational profile of HARC.

1.8.5. Methods of Data Analysis

Analysis of data depends on the information gathered from different sources. Tables were used for the representation of data gathered and necessary interpretation was made under each table through descriptive method. Qualitative analysis was also made for interpretation of secondary data; Based on this analysis and interpretation, the research has made conclusion and recommendations.

1.9. Organization of the Study

The paper had four chapters. The first chapter dealt with introduction of the research. It was designed to cover background of the study, statement of the problem, research questions, objective, significance, delimitation of about the study and research design and methodology, The second chapter incorporated review of related literature on the issue of performance appraisal in business organizations. The third chapter was assuming data analysis part and finally conclusions and recommendations was discussed on chapter four.

CHAPTER TWO
REVIEW OF RELATED LITERATURE

Employees performance appraisal technique is said to have been used for the first time during word war I, when Walter D. Scott of U.S Army adopted the main-to-man rating system for evaluating military personnel, Now merit rating largely restricted to the rating of hurly paid employees and is used developing criteria for wag adjustments promotions Transfers .etc, Performance appraisal places emphasis on the development of the individual and is used for evaluation of technical performance appraisal and management personnel. some authorities use terms such as performance appraisal merit   rating   employees evaluation, annual rating .etc   Interchangeable while others interpret some of these terms differently However, the term performance appraisal is most widely used in the Human resource management vocabulary.(RC,Goyal,2002•p212).

2.1. Definition of Employee Performance Appraisal

Performance appraisal is the process of evaluating the ability of an individual employee against predetermined standards usually seat in the job description .It replaces casual assessment with formal systematic. Scientific , objective and   professional procedure Employees know they are being evaluated and they are told the criteria that will be used in the course of the appraisal .Noting is kept secret ,The appraiser and the appraise should carry out this take jointly in a cordial atmosphere stressing on the plus points and finding backs, If any of the appraises.(R. C. Goyal, 2002: 212).

Appraisal is the process of the evaluating the performance or contribution of a company's own people, especially, executive or managers towards the objectives and goals of the company. In large professionally managed organization every executive is subjective to periodic appraisal which can either be formal or informal, In   majority of firms appraisal is conducted is some formal manner,

Performance appraisal refer to all formal procedure used in working condition to evaluate personalities and contribution and potential of group members, It is systematic and periodic

evaluation or rating on an executive's performance in his existing job and on his potentiality for taking up greater responsibilities,

Appraisal provides information about the performance of individuals employed in on organization ,such information is useful for any purpose like administration, placement, selection , promotion, financial rewards, determination of disincentives or compensation ,(V,P,Michal',2002,p673)

Performance appraisal is systematic and objective performance evaluation of labor in order to recognize and reward their contribution to the organization and also to identification their potential to hold higher level appointments and job it is a will known fact that workers differ in their abilities skills knowledge and motivation level, by proper training, management and motivation steeps, these differences can be reduced but can not be totally eliminated, It is there fore. Necessary for management   to know these difference are given to   workers who perform better and each according to his efforts. (N.G,Nairlatha Naior,2004:p379).

2.2. Objective of Performance Appraisal

Effective performance appraisal focuses on the record of out comes in particular out comes directly linked to an organizations mission and objective. (H,John Belhardin,145).

Biswaject pattan ayko .(2006:p117). on his part says that, performance appraisal has been used for basically three proposes remedial, Maintenance and   development, A performance appraisal needs to cover all these three purpose with the same focus, if any purpose predominates the system become out of balance for instance if remedial purpose is foremost, then the performance appraisal may become disciplinary tool, form of charge sheet, tool of power instead of instrument of evaluation. If maintenance is the min objective, then the process may become a short .skimped, and per   functionary   ritual. If there is too much emphasis on development then the focus falls on the future assignment rather than the current job. As Bateman she.(2003:p324).stated the most dominate and commonly used objectives of employees performance appraisal are: Administrative decision and Employee feedback and development objective.

Administrative Decision

Organization use performance appraisal primarily to make administrative decision about employees:

- To place employees in position where their abilities can be best used can be helpful in assigning employees to appropriate future positions.

- To encourage high performance by salary increment and promotion opportunities or to effect promotions based on competence and performance.

- To audit the knowledge and skills of the whole workforce.

- To assess proper man power planning.

- To confirm the services of probationary employees up on their completing the probationary period satisfactorily.

- To improve communication performance appraisal provides a format for ideologue between the superior and the subordinate and improves understanding of the performance goals and concerns. This can also have the effect of increasing the trust between the rater and the rate.

- To determine whether human resource programmer such as selection, Training, and transfers have been effective or not or, It can be used to establish a bases for research and reference for personnel decision in future. (K. Aswathappa,2004: 200).

Employee feedback and Development

As stated, K. Aswathappa (2002: 200), the second purpose or objective of performance appraisal is to let employees know where they stand in so for as their performance is concerned and to assist them with constrictive criticism and guidance for the purpose of their development, other feedback and development objectives are •

- To assess the training and development needs of employees .which is identifying skills required to be developed would help in tailor making training and development programmers.

- To enhancing employees effectiveness helping employees identify his strengths and weakness and informing him as to what performance is expected from him would go a long way in making him understand his role well, and he is likely to more effective on

the job, The feedback   rein forced good performance and discourages poor performance.

The formal term sharing performance information with employees performance feed   beck. Regular .appropriate performance feed back enables to identify and correct substandard behaviors and results identifying of exceptional performance also can help employees and there managers identify tasks where they can contribute the most.

2.3. Purpose of Performance Appraisal

According to Wayne (2006), Performance appraisal plays an important part in the overall process of performance management. Hence it is important that we examine it in some detail. It is an exercise in observation and judgment, it is a feedback process and it is an organizational intervention. It is a measurement process as well as intensely emotional process.

The purpose of performance appraisal should clearly be known by both managers or supervisors and employees. As explained earlier, it is only when employees understand clearly what the performance appraisal system is trying to achieve in an organization that the system itself brings positive and tangible impact on the organization. In general, Appraisal serves (1) to improve employees' work performance by helping them realize and use their full potential in carrying out their firms' missions and (2) to provide information to employees and managers for use in making work-related decisions. More specifically, appraisals serve the following purposes.

1) **Appraisals provide legal and formal organization justification for employment decision.** In this sense it could used to promote outstanding performers; to weed out marginal or low performers; to train, transfer or discipline others e.t.c. Under this context, appraisal serves as a key input for administering a formal organizational reward and punishment system.

2) **Appraisals are used as criteria in test validation.** That is, test results are correlated with appraisal results to evaluate the hypothesis that test scores predict job performances.

3) **Appraisals provide feed back to employees.** It serves as vehicle for personal and career development.

4) **Appraisals can help establish objectives for training programs.** This is because appraisals indicate development needs.

5) **Appraisals can help diagnose organization problems.** The do so   by identifying training needs and the knowledge, abilities, skills and other characteristics to consider in hiring, and they also provide a basis for distinguishing between effective and ineffective performers.

2.4. Requirements of Effective Appraisal Methods

The dimensions of performance upon which an employee is evaluated are called the *criteria of evaluation.* Examples include quality of work, quantity of work, and cost of work. One of the major problems with many performance evaluations is that they require supervisors to make personal evaluations rather than performance evaluations. That is, the evaluation criterion in some system is the personality of the incumbents rather than their levels of performance.

According to Wayne (2006), for appraisal to be effective the following criteria needs to be fulfilled

1) **Relevance:** implies a direct link between performance standard and organization's goals and could also mean to say a clear link between job analysis and appraisal form. It also implies that the periodic maintenance and updating of job analysis, performance standards and appraisal systems.

2) **Sensitivity:** implies that a performance appraisal system is capable of distinguishing effective from ineffective performers.

3) **Reliability:** refers to consistency of judgment

4) **Acceptability:** implies when the appraisal system gets the conformity. Gets the conformity or acceptance of those who will be affected by them. This condition leads to a more favorable reactions to the process and actually increases trust for top management.

5) **Practicality:** implies that appraisal instruments are easy for mangers and employees to understand and use.

2.5. Problems of Performance Appraisal

Performance appraisal subject ed to a wide variety of in accuracies and bias referred to as "rating errors" These errors occur in raters observations, judgment, and information processing and can serious affect assessments.

The followings are the most common rating errors:

Halo-error: is not as common as is commonly believed, Raters who commit this error assign their ratings on the basis of global (good or bad) impressions of rates An employee is rated either high or low   on many aspects of job performance because the rater known that the employee is high or low on   some specific aspect in practice, halo error is probably due to situational factors or to the interaction of a rater and situation.

Contrast error; results when a rater compares several employees to one anther than to an objective standard of performance.

Recency error: Result when a rater assigns her or his ratings on the basis of the employee's most recent performance. It most likely done only after long period. (Wayne,F,Cascio 2007:p355).

Leniency and severity: The same problem exists in performance appraisal in organization, some managers will tend to be lenient in rating all of others may be extremely strict such differences can difficulty problems for the organization.

Central tendency; some appraisers are reluctant to rat individuals as ether very good or poor. An appraiser who does no to know   too mach about the behavior of the individuals being rated may consider rating them as average a safe strategy. This problem is sometimes referred to as the central tendency error.

2.6. Process of Performance Appraisal

2.6.1. Formal Evaluation

Formal evaluation is formal performance process which considers the criteria for evaluation,thetiming,theevaluatorsandtheevaluationtechniques,(K,Aswethapa,2002:p201).

2.6.2. When is Performance Appraisal is Conducted and How Often?

The two basic decision regarding the timing of the performance appraisal are when how often to conduct the program. In many organizations performance appraisal are scheduled for arbitrary date such as date the person was hired (anniversary date), or every employee may be evaluated on or near a single calendar date. The single day approach is convenient administratively, but it require managers to spent a lot time in conducting evaluation interviews, and completing form at one time. In addition, it may not be related to the normal task cycle of the employee, which makes it difficult for the manager to evaluate performances effectively. However, it is preferable to schedule the evaluation at the completion of the task cycle. (Gluek, 1982:p379).

Evaluation could make annually, semi annually, or more often than semi annually, but feed back on performance should be given frequently.

2.6.3. Who Conducts Performance Appraisal?

The people and group usually do the appraising include the immediate supervisor, employee peers, employee them selves, and subordinates.

Immediate supervisor: appraisal of subordinates by supervisor is deemed by many to be an essential part of the executive job. in most situation, the rater is immediate supervisor of the person to be rated. Because of frequent contact he/she is most familiar with the employees work and behavior. It also assumed that the supervisor able to interpret and analyze the subordinate's performance in light of the organization objectives. Supervisor rating are often reviewed and approved by higher management, there by maintaining hierarchical control over the appraisal process.

Employee peers: this method is frequently called the mutual rating system. In effect each employee evaluates each of the other members of work group by the secret ballot, A peer is a person working with and working with at the same place as employee. In this system the co worker must know the level of performance of the employee being evaluated. This approach may be useful when the task of the work unit require frequent contact among peers. (K. Aswathappa, 2002: P204).

Subordinates: it is a method were by subordinate their superior. It is used more development aspect of performance evaluation than some of the other method. , It is also useful in trying to develop better superior subordinate relationship. It is also helpful to supervisor who wants to improve their human relationships. (K. Aswathappa, 2002: p204).

Customer service: In some situation customers can provide a unique perspective on job performance. (Wayne, F. Casio, 2007: pp346-347).

Self-Appraisal: self appraisal given to an employee absolute freedom to objectively look at his strong point and areas of his development along with an opportunity to assess his performance. (K. Aswathappa, 2002 :p204)).

2.7. Performance Appraisal Methods

According to Aswathappa (2002), the last to be addressed in the process of designing an appraisal programmer is to determine method(s) of evaluation. Numerous methods have been devised to measure the quantity and quality of employee's job performance. Each of the methods discussed could be effective for some purposes for some organizations. None should be dismissed or accepted as appropriate except as they relate to the particular needs of the organization or of a particular type of employees. "Broadly, all the approaches to appraisal can be classified into (1) past-oriented methods, and (ii) future-oriented.

2.7.1. Past Oriented Methods

1. Rating Scales

This is the simplest and most popular technique for appraising employee performance. The typical rating-scale system consists of several numerical scales, each representing a job-related performance criterion such as dependability, initiative, output, attendance, co-operation, and like; each scale ranges from excellent to poor. The rater checks the appropriate performance level on each criterion, and then computes the employee's total numerical score.

2. Checklist

Under this method, a checklist of statements on the traits of the employee and his or her job is prepared in two columns 'Yes' column. All that the rater (immediate superior) should do is

tick the 'Yes' column if the answer to the statement is positive and in column 'No' if the answer is negative.

3. Forced Choice Method

In this, the rater is given a series of statements about the employee. These statements are arranged in blocks of two or more, and the rater indicates which statement is most or least descriptive of the employee.

As in the checklist method, the rater is simply expected to select the statements that describe the rate. Actual assessment is done by the HR department.

This approach is known as the forced choice method because the rater is forced to select statements which are readymade. The advantage of this method is the absence of personal bias in rating. The disadvantage is that the statements may not be properly framed-they may not be precisely descriptive of the rate's traits.

4. Forced Destitution Method

One of the errors in rating is leniency-clustering a large number of employees around a high point on a rating scale. The forced distribution method seeks to overcome the problem by compelling the rater to distribute the rates on all points on the rating scale.

The major weakness of the forced distribution method lies in the assumption that employee performance levels always conform to a normal (or some other) distribution. In organizations that have done a good job of selecting and retaining only the good performance, the use of forced distribution approach would be unrealistic as well as possibly destructive to the employee morale.

5. Critical Incidents Method

The critical incidents method of employee assessment has generated a lot of interest these days. The approach focuses on certain critical behaviors of an employee that make all the difference between effective and non-effective performance of a job. Such incidents are recorded by the superiors as and when they occur.

6. Behaviorally Anchored Rating Scales

Behaviorally anchored scales, sometimes called behavioral expectation scales, are rating scales whose scale points are determined by statements of effective behaviors.

7. Field Review Method

This is an appraisal by someone outside the assessor's own department, usually someone from the corporate office or the HR department. The outside reviews employee records and holds interviews with the rate and his or her superior. The method is primary used for making promotional decision at the managerial level.

8. Performance Tests and Observations

With a limited number of jobs, employee assessment may be based upon a test of knowledge or skills. The test may be of the paper-and-pencil variety or an actual demonstration of skills. The test must be reliable and validated to be useful.

9. Essay Method

In the essay method, the rater must describe the employee with in a number of broad categories, such as (i) the rater's overall impression of the employee's performance, (ii) the promo ability of the employee, (iii) the jobs that the employee is now able or qualified to perform, (iv) the strengths and weaknesses of the employee, and (v) the training and the development assistance required by the employee.

10. Cost Accounting Method

This method evaluates performance from the monetary returns the employee yields to his or her organization. A relationship is established between the cost included in keeping the employed and the benefit the organization derivers from him or her. Performance of the employee is then on the established relationship between the cost and the benefit.

11. Comparative Evaluation Approaches

These are a collection of difference methods that compare one worker's performance with that of his/her co-workers. Comparative appraisals are usually conducted by supervisors. As these appraisals can result in a ranking from best to worst, they are useful in deciding merit-pay increases, promotions and organizational rewards.

2.7.2. Future Oriented Appraisals

Is it not enough if only the past performance is assessed? How an employee can perform in the days to come is equally important. This can be assessed by focusing on employee potential or setting future performance goals. The commonly used future-oriented techniques are MBO, psychological appraisals, assessment centers and 360 degree feed back.

1. Management by Objectives

The concept reflects a management philosophy which values and utilizes employee contributions. Application of MBO in the field of performance appraisal is a recent thinking.

2. Psychological Appraisals

Large organizations employ full-time industrial psychologist. When psychologists are used for evaluations, they assess an individual's future potential and not past performance. The appraisal normally consists of In-depth interviews, psychological tests, discussions with supervisors and a review of other evaluations.

3. Assessment   Centers

Mainly used for executive hiring. Assessment centers are now being used for evaluating executive or supervisory potential. An assessment center is a central location where managers may come together to have their participation in job-related exercise evaluated by trained observers. The principal idea is to evaluate managers over a period of time.

4. 360- Degree Feedback

As stated earlier. Where multiple rates are involved in evaluating performance, the technique is called 360-degree technique is understood as systematic collection of performance data on an individual or group, derived from a number of stakeholders- the stakeholders being the immediate supervision team members, customers, peer, and self. In fact, anyone who has useful information on 'how an employee does the job' may be one of the appraisers.

Even though all the above techniques have their own strength and weaknesses, the best anyone can hope is to match an appropriate appraisal method to a particular performance goal.

2.8. Which Method to Use and When?

So far, I have mentioned some very common appraisal methods, which are found to be more practical, applicable and used by many organizations. However, it should be noticed that every technique couldn't be implemented in every organization. Selection of this method is based on many factors such as type of job activities (e.g. Production or service), the position of the person (e g. management staff or not), evaluation for high and medium professionals or lower level workers like daily laborers and so no. Another factor is the nature of the entity to be measured for instance: Are we measuring personality? Behavior? Result? Or are we measuring taking quality or quantity in to account? This requires a depth understanding of the advantages of each appraisal method.

2.9. Appraisal Interview

The appraisal interview is important part of the performance appraisal process. It gives managers and supervisors the opportunity to discuss a subordinate's performance record and to explore areas of possible improvement and growth. It also provides an opportunity to identify the subordinate's attitude and feelings more thoroughly to wards the appraisal result. Thus, it creates good communication allows participation of the employees in the final appraisal result. In the interviewing process, the participation of the subordinate is important to clearly identify his intention, opinions and comments.

According to Margaret (2002), the degree of participation and involvements of the appraiser and the appraise can be explained in the tell approach that describes the degree of their participation during the interview period. The general rule is that when the appraise readiness is low, the appraiser involvement must be high and the vice versa also holds true.

There are some guidelines for interviewing subordinates, which may increase the employee's acceptance of the feedback, satisfaction with the interview, and intention to improve in the future.

Guidelines for effective appraisal interview: (Aswathappa, 2002:P 226).

- Select a good time
- Minimize interruption

- Welcome set at ease
- Start with something positive
- Ask open-ended questions to encourage discussion
- Listen
- Manage eye contact and body language
- Be specific
- Rate behavior, not personality
- Layout development plan
- Encourage subordinate participation
- Complete from
- Set mutually agreeable goals for improvement
- End in a positive, encouraging not
- Set time any follow-up meeting

CHAPTER THREE

DATA ANALYSIS AND INTERPRETATION

In this chapter it is tried to analyze and interpret the response obtained from Employees of HARC through questionnaires and interviews in based on the actual practice of performance appraisal in HARC giving emphasis to the points stated in the statement of the problem through data analysis.

The information was gathered from primary as well as secondary sources. The objective of this research paper is to assess the practice of performance appraisal undertaking in HARC, to see how performance appraisal is important in the eyes of the employees as well as in the organization and to identify strength and weakness of the existing performance appraisal system and soon.

To collect the relevant data of the study 55 questionnaires was distributed to the researches sampled non-management staff. The data analysis for the questioner is given based on the returned responses of the sampled elements.

From the total population of 420 of the center, 15 % has been taken as a sample using a simple random sampling technique and fifty five questionnaires were prepared and dispatched for non management staff and 8 interviews has been conducted with the management staff.

3.1. Background Characteristics of the respondents

Table 3.1 gives a clear picture on the sampling distribution of respondents based on their background characteristics, that is, sex, age, educational background and work experience.

Table3.1: Percentage distribution of respondents by Sex and total

Item	Male		Female		Total	
	№.	%	№.	%	№.	%
Total	43	68%	20	32%	63	100%
Age Range						
Total	43	68%	20	32%	63	100%
15-19	0	0%	0	0%	0	0%
20-24	2	5 %	1	5%	3	5%

Table3.1: Continued

Item	Male		Female		Total	
	№	%	№	%	№	%
25-29	16	37%	6	30%	22	35%
30-34	7	16%	3	15%	10	16%
above 35	18	42 %	10	50%	28	44 %
Total	**43**	**68%**	**20**	**32%**	**63**	**100%**
Service Years						
Total	**43**	**68%**	**20**	**32%**	**63**	**100%**
Below 3	1	2%	3	15%	4	6%
3-5	8	18 %	4	20%	12	19 %
6-10	10	23 %	7	35%	17	27 %
11-20	12	27%	6	30%	18	28 %
Above 20	12	27 %	0	0%	12	19 %
Educational level						
Total	**43**	**68%**	**20**	**32%**	**63**	**100%**
Below 12	4	9 %	3	15%	7	11 %
12th grade compete	6	14%	5	25%	11	17 %
Certificate	4	9%	2	10%	6	10 %
Diploma	10	23 %	4	20%	14	22 %
BA Degree	9	12 %	4	20%	13	21%
MA and above	10	23%	2	15%	12	19%

Source: Data collected through Questionnaire and Interview, 2010

As it is shown in Table 3.1 among all the respondents 68% have found to be male where as the remaining 32% are females. The same table also revealed that out of the total 63 sampled respondents 0% of them belongs to the age group of 15-19, 5 % to the age group of 20-24, 35% to the age group of 25-29, and 16 % to the age group of 30-34, 16%, and the remaining 44%, which is the majority, were observed to 35 years and above. Having the majority to be 35 years and above might have its positive impact on getting areliable information towards a question under investigation due to the experience that they obtained in their life time career.

The same Table 3.1 made known years of service of respondents in the center. Accordingly, 6%, 19%, 27 %, 28 % and 19% of all the respondents are grouped under years of stay in the center below 3 years, 3 – 5 years, and 6 – 10 years, 11 – 20 years and above 20 years, respectively. For the reason that the respondent has more than 6 years of stay in the center, it has been believed that they might provide dependable and consistent inputs to the survey.

The last item of Table3.1 presents the educational level of employees considered in the sample. Among which 11% of them are below 12th grade, 17% have completed 12th grade, 10% of them have obtained certificate, 21% them are diploma holders, 21 % of them are bachelor degree and the remaining 19%, greater part, MA and above, which could have constructive impact on the trust worthiness of collected data.

HARC should encourage its employees to get more education and this in turn helps the center to bring to a quality service as well as change in the employees as well as to the center since education is a major factor for change.

3.2. Analysis and Findings of the Study

Performance appraisal plays an important role in the overall process of performance management and should clearly be known by both the appraiser and appraise, It is the systematic evaluation of the individual with respect to his or her performance on the job and his or her potential for development.

Table 3.2: Usefulness of Performance Appraisal

Responses on awareness towards the usefulness of Performance Appraisal	Response	
	№.	%
Very Useful	34	54%
Useful	21	33%
Average	3	5%
Less Useful	3	5%
Not Useful at all	2	3%
Total	**63**	**100**

Source: Data collected through Questionnaire and Interview, 2010

Table 3.2 indicates that out of the entire respondents considered in the sample 54% and 33% of the respondents indicated in the importance of appraisal and choose "Very Useful" and "useful", respectively. However, importance on the usefulness of appraisal as "average" is selected by 5% of the respondents.

Almost all respondents of HARC have clearly understood the importance and usefulness of performance appraisal in the center. If performance appraisal is considered and handled well in the center, it motivates employees to work hard, and helps the center to achieve its objective.

The person who can appraise performance has to fit candidate to evaluate and more familiar with the subordinate in terms of experience as well as education.

Table 3.3: A person in charge of appraisal

Who appraises performance?	Response	
	№	%
Supervisor	10	16 %
Section head	42	67 %
Division head	11	17 %
If other	0	0 %
Total	**63**	**100**

Source: Data collected through Questionnaire and Interview, 2010

As it is revealed in Table 3.3, 16% of respondents indicated that their "supervisors" appraise them & 67 % of the respondents clearly put that "section heads" appraise their performance, where as 17 % of the respondents mentioned that "division heads" appraises them.

It was made clear that the majority the respondents are evaluated by section heads. The reason for this might be that they are very close to subordinates for follow up and observe employees day to day performance at work.

A performance appraisal criterion is a key element in the appraising process. The criteria for appraising have to measure the performance standard of employee has to be clear, understandable and needs to be easy to use for managers and employees.

Table 3.4: Clarity on the criteria of performance appraisal method

Responses on the simplicity of the criteria of performance appraisal	Response	
	Nº.	%
Very clear	12	19 %
Clear	22	35 %
Average	16	25 %
Less Clear	3	5 %
Not Clear	10	10 %
Total	**63**	**100**

Source: Data collected through Questionnaire and Interview, 2010

Table 3.4, revealed that 19 % of respondents replied that the criteria of performance appraisal methods in the center is "Very Clear", 35 % of the respondents indicated that the criteria is "Clear", 25 % of the respondent chosen "Average" where as 5 % and 16 % of the respondents have shown the performance appraisal criteria as "Less clear" and "Not clear at all", respectively.

Employees can be appraised or evaluated according to their job description and job type. The criteria prepared to evaluate needs to be clear according to their capacity and job assignment.

Table 3.5: Relationship between appraisal criteria to a described job

Level of connection between the criteria of Performance Appraisal and individual's work	Response	
	Nº.	%
Very related	16	25 %
Related	36	57 %
Average	5	8 %
Less related	4	6 %
Not related at all	2	3%
Total	**63**	**100**

Source: Data collected through Questionnaire and Interview, 2010

According to the responses provided in Table 3.5, 25% of the respondents believed that the performance appraisal criteria is "very related" to their job, while 57 % believes that as "Related", 8 % believes as "average". 6%& 3% believed that is "less related" and " Not related at all" respectively.

In order to identify the strength and weakness of each employee, the performance appraisal criteria should to have a direct relation between the job and the employee, other wise it will be useless. Each employee of the center has to be appraised according to his job description as well as specification.

Management believes that the criteria for all employees of the center differ according to their job description and job duty.

Methods, criteria and purpose of performance appraisal have to be clear to employees of the organization before evaluation is made. Having a pre-appraisal discussion first would have a great benefit for both the employee as well as to the center.

Table 3.6: Discussion prior to performance appraisal

Degree of discussion on methods, criteria and purpose about Performance Appraisal before Appraisal	Response	
	№.	%
Very good discussion	5	8 %
Good Discussion	14	22 %
Average	28	44%
Less discussion	8	13 %
No discussion	8	13 %
Total	**63**	**100**

Source: Data collected through Questionnaire and Interview, 2010

Table 3.6 indicates that. 8 % of the respondents responded by saying that there is "Very good discussion" about the method, criteria and purpose before appraisal is made and 32 % of the respondents believed that there is a "Good discussion", 44 % believe that there is an "average" discussion where as 13% and 13 % of the respondents responded that there is "Less discussion" and "no discussion at all.

Job performance appraisal can be assessed when necessary materials and conditions are fulfilled to the employees as well as to the appraiser otherwise performance evaluation will be meaningless to the center.

Table 3.7: Availability necessary materials and conditions required for the job

Responses on the availability of essential materials and conditions for the job	Response	
	Nº.	%
Yes	33	52%
No	30	48%
Total	**63**	**100**

Source: Data collected through Questionnaire and Interview, 2010

As indicted in Table 3.7, as to the fulfillment of materials and condition for the job, 52 % of respondents replied that they get all the necessary materials and conditions required for the job while 48 % believes that they are not supplied with necessary materials and conducive circumstances for the job. It implies that the center should fulfill its obligation to all employees of the center.

Employees contribute to the success of the organization in an ethical and socially responsible way. At the same time employees will also contribute to the failure of the center if they are not working effectively and efficiently.

Table3.8: Duty accomplishment

Level of agreement on the accomplishment of duty effectively with diligence	Response	
	Nº.	%
Strongly agree	28	44 %
Agree	22	35 %
Average	5	8 %
Disagree	4	6%
Strongly disagree	4	6 %
Total	**63**	**100**

Source: Data collected through Questionnaire and Interview, 2010

According to the responses provided in Table 3.8, 44 % of the respondents responded that they strongly agree and believed that they are accomplishing their duty effectively with diligence, 35 % of the respondents believed that they only "agree". However 8% of the respondents believed that it is "Average" 6% and 6% of the respond ants believed they there Disagree and strongly disagree as to the accomplishment of duty effectively.

The majority of the employees testified that they are accomplishing their duty effectively with diligence

Appraisal results help employees to get feedback form appraisers after evaluation. The result helps to improve their previous performance and will make them to prepare for the future.

Table3.9: Provision of results after appraisal

Responses on the provision results after appraisal	Response	
	№	%
Yes	61	97 %
No	2	3 %
Total	**63**	**100**

Source: Data collected through Questionnaire and Interview, 2010

As indicated in Table 3.9, 97% of respondents believed that they are informed about their performance appraisal result. It shows that employees get feed back on their past performance.

The Managements disclosed that appraisal is communicated in the center every six month and feedback is given to all employees after appraisal and sign on the document to be filed in each and every employee's personal file.

Appraiser needs to be an appropriate person to measure performance of an employee in terms of qualification, closeness and has to be free from friendship, nepotism and biasness.

Table 3.10: Level of appropriateness of   Performance Appraisal in terms of qualification, closeness etc

Responses on the appropriateness appraiser to measure performance	Response	
	№	%
Very appropriate	28	44 %
Appropriate	16	25%
Average	12	19%
Less Appropriate	5	8%
Not appropriate	2	3%
Total	**63**	**100**

Source: Data collected through Questionnaire and Interview, 2010

As it was pointed out in table 3.10, 44% of the respondents beloved that the appraiser is a "very appropriate person" to measure performance, 25% of the respondents believed that the appraiser is "appropriate", 19% of the respondents responded that the appraiser is "Average" to appraise, 8% responded that the appraiser is less appropriate person to measure performance and the remaining 3% believed the appraiser as "not appropriate person" to measure and evaluate performance.

Majority believed that very appropriate person in terms of qualification and closeness on the job evaluates their performance. The center might also get benefited when performance evaluators are qualified.

Appraisers need only to concentrate on evaluating job performance and behavior of their subordinate.

Table 3.11: Relationship between Appraiser and Appraise

Responses on employees' apprehension on the appraiser	Response	
	№	%
Yes	7	11 %
No	56	89 %
Total	**63**	**100**

Source: Data collected through Questionnaire and Interview, 2010

From Table 3.11, we can see that 11% of respondents said they have a fear on their appraiser. 89% of the respondents said that they don't have any fear of their appraisers.

Majority believed that they do not have fear on their appraiser. However, 11% of the respondents responded that they really have fear on their appraiser; the cretin has to study the cause or reason and take immediate action.

Employees need to be satisfied with the general performance appraisal process. Each step in the process is crucial and must have continuity in terms of clarity of the methods, criteria and purpose as well as qualification of the appraiser and also employees should get the results or feedback of their evaluation.

Table 3.12: Respondents feeling on the current general   Performance Appraisal   process

Level of satisfaction on the current general Performance Appraisal process	Response	
	N⸰.	%
Very satisfied	4	6 %
Satisfied	36	57%
Average	9	14%
Less satisfied	7	11%
Not satisfied at all	7	11%
Total	**63**	**100**

Source: Data collected through Questionnaire and Interview, 2010

Table 3.12 discloses that, 6% of respondents are "Very satisfied" with the current general performance appraisal process, 57% of them are "Satisfied", 14% of respondents feel appraisal process is " Average", 11% of them are "Less satisfied" and 11% of the respondents are "not satisfied at all".

The general performance appraisal should satisfy all, If one is satisfied and not the other, the output expected from the employees differs. The methods, criteria, purpose and evaluation of the employees have to judge all employees of the center equally according to their job description.

The basic objective of Performance appraisal is to differentiate high performers from low performers. For High performers, effecting promotions and benefits based on competence and performance needs to be there. On the other hand, demotion or training might be needed for low performers.

Table 3.13: Objective of PA: High Performers against low performers

Responses on objective of performance appraisal in differentiating high performers from low performers	Responds	
	N⁰.	%
Yes	11	17 %
Not at all	53	84 %
Total	**63**	**100**

Source: Data collected through Questionnaire and Interview, 2010

Table 3.13 disclose that only 17% the respondents believed that high performers are distinguished from low performers where as the remaining 84% of the respondents don't believe that high performance are distinguished from low performers.

This shows that the performance evaluation process in the center is not doing what it is expected to do. Accordingly, 84% of the employees believe high performers are not distinguished from low performers. Unless the center improves the situation, employee's attitude towards performance appraisal gets deteriorated and brings a negative impact on the center to attain its goal.

Rewarding high performers will encourage the low performers to work hard. Rewarding can be made financially and non-financially. Employees will start to think about what they will get for high perform once of their duty and will in turn help the center to accomplish its objective.

Table 3.14: Management reward for high performances

Incidence of management reward for high performances	Response	
	No.	%
Yes	4	6 %
No	59	93 %
Total	**63**	**100**

Source: Data collected through Questionnaire and Interview, 2010

Table 3.14 indicated that 6% of the respondents disclosed that there is a reward for high performers while 93% indicated that there is no reward system at all in the center.

If high performers aren't handled well in the center, they will not motivate or discouraged. One of the objectives of performance appraisal is to effect promotion based of performance.

CHAPTER FOUR

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

The study was designed to assess the practical implementation of employee's performance evaluation in HARC. This chapter presents the summary, conclusions and recommendations of the findings of the study. The conclusions and recommendations are drawn from the findings of the study researched by student researcher about the measure that should be taken by the center to improve its employee's performance evaluation practices.

4.1. Summary of the Findings

Fifty Five questioners were distributed to the respondents (non management staff) and were completed and returned. Interviews were made for 8 management staff of the center. The data analysis is given based on the 63 returned questioners. To make analysis more clear frequency count and data percentage are employed here under.

- Educational qualification of the respondents portrays well distributed level of education for Diploma to MA and above holders.
- Majority of the respondents believes in the very usefulness of performance appraisal.
- Most of respondents meat ional that, their Section Heads appraises their performance evaluation.
- Majority of the respondents testified performance criteria methods to be clear.
- Most of the respondents reveal that there is a relationship between job description and duty of employees in the center.
- There should be an open discussion regarding methods, criteria and purpose before appraising employees;
- 44% respondents believe that they are accomplishing their duty effectively with diligence;
- Majority respondents strongly agree the appraiser is the right person to evaluation their performance.
- 84% of the respondents disclosed that they are satisfied with the current performance process
- Out of the total respondents, 97% revealed that there is no reward based on their performance evaluation reseats.

4.2. Conclusions

- According to the management of the center, all employees are communicated every 6 months about their performance appraisal and feed back is given accordingly. This was also confirmed by most of the employees under the study.

- Regardless of the fact that the center's performance appraisal method is poor, most of the employees believe that performance appraisal is an important tool to evaluate the efficacy of their in to performance.

- According the result, the existing method of performance appraisal in the center is not capable of differentiating the hard worker from the poor once. So, I recommend same kind of measures should be taken to correct this problem.

- The present clear criteria for performance appraisal and pre- appraisal discussing was advocated by the majority of the employees and this scenarios should be appreciated and further strengthen to ensure the high quality of performance appraisal in the center.

- The majority of the respondents indicated that on appropriate person evaluate them in terms of qualification and job closeness. Moreover, most of these respondents are not afraid of their appraisers. Such attitudes are considered as a positive input for process of performance appraisal.

- The absence of rewarding mechanism of performance appraisal process in the center was indicated by most of the respondents.

4.3. Recommendations

Based on the findings of the study and conclusion, the student researcher has prepared the following recommendations:

- The management should orient employees as to why performance appraisal process is conducted. The method, purpose and the criteria should be clearly addressed. All employees should clearly know the criteria of measurement so that they can evaluate themselves at every moment of their activity

- According to information gathered from management staffs of the center a different and separate measurement criterion should be developed for various types of jobs.

Financial and non-financial rewarding system should be integrated with performance evaluation system high performing groups should be separated from low performing group and high performers should be rewarded to develop positive spirit of competition among employees.

- The management should encourage both the evaluator and the one to be evaluated to develop an open discussion to avoid fear of some of the employees.

- Pre-appraisal discussion on method, purpose and criteria should be made prior to appraisal.

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APPENDICES

A. Questionnaire [English Version]

Survey on the Assessment of Performance Appraisal Practices: The Case of Holeta Agricultural Research Center

Addis Ababa, 2010

For Employee Use only

<u>Informed Confidentially and Consent</u>

I am working my senior paper on "An Assessment of Performance Appraisal Practice the case of Holetta Agricultural Research Center /HARC/ I have prepared a questioner and also an interview for non management and Management staff of the Center about the performance appraisal process and its result utilization.

The study is conducted in partial fulfillment of the requirements for BA in Business Management. The data you provide will be used for academic purpose and it is kept confidential. Moreover, as the data is required for academic purpose, you are encouraged to freely express your views and concerns. I do believe that the findings of the study contribute to the effort being exerted in developing the higher education center.

This questioner contains different variables, including closed ended and open ended questions. You are kindly requested to provide your answer for the closed ended questions by marking (√) choices and by writing your responses in the space provided for the open ended questions.

As you response is kept confidential, you don't need to write your name on the questionnaire.

I would like to thank you in advance for your kind cooperation.

ALEMU ASRES

Part one

Background Characteristics

Sex: Male ☐   Female   ☐

Age: 15- 19 ☐   20-24   ☐

                25-29 ☐   30-34   ☐   above 35   ☐

Year of service: below 3   ☐   3 – 5 ☐

                   6-10   ☐   11-20 ☐   above 20   ☐

Educational Background: Below 12th grade ☐   12th grade complete ☐ Certificate ☐   Diploma   ☐

                      BA Degree   ☐   MA and above   ☐

Part Two:

1. Do you think performance appraisal is useful to the employees?

    ☐ Very useful   ☐ Useful

    ☐ Average   ☐ Less useful

    ☐ Not useful at all

2. Who appraises your performance?

    ☐ Supervisor   ☐ Section head

    ☐ Division head   ☐ if other

3. How do you see the criteria of performance appraisal method in your Center?

☐ Very clear   ☐ Clear

☐ Average   ☐ Less clear

☐ Not clear

4. Do you think the criteria of performance appraisal related with your work?

☐ Very related   ☐ related

☐ Average   ☐ Less related

☐Not related

5. Do you believe there any discussion prior to performance appraisal about the method, the criteria, the purpose etc. to be used in the process of appraisal?

☐ Very good discussion   ☐ Good discussion

☐ Average   ☐ Less discussion

☐ No discussion

6. Do you get all the necessary materials and conditions required for your job?

☐ Yes   ☐ No

7. Do you agree and believe that you are accomplishing your duty effectively and with diligence?

☐ Strongly agree   ☐ agree

☐ Average   ☐ disagree

☐ strongly disagree

8. Are you informed about the results of your appraisal?

☐ Yes   ☐ No

9. Is the appraiser appropriate person to measure your performance in terms of qualification, closeness, etc?

☐ Very appropriate   ☐ appropriate

☐ Average   ☐ Less appropriate

☐ Not appropriate

10. Do you have fear on your appraiser?

☐ Yes   ☐ No

If yes, why:

_____

_____

11. Are you satisfied with the current general performance appraisal process?

☐ Very satisfied   ☐ Satisfied

☐ Average   ☐ Less satisfied

☐ Not satisfied at all

12. Do you think high performers are distinguished from low performers?

☐ Yes   ☐ Not at all

13. Does the management reward high performers?

☐ Yes   ☐ No

If yes, why:

_____

_____

_____

B. Interview [English Version]

Survey on the Assessment of Performance Appraisal Practices: The Case of Holeta Agricultural Research Center

Addis Ababa, 2010

For Manager Use only

Background Characteristics

Sex: Male ☐   Female   ☐

Age: 15- 19 ☐   20-24   ☐

            25-29 ☐   30-34   ☐   above 35   ☐

Year of service: below 3   ☐   3 – 5 ☐

                      6-10   ☐   11-20 ☐   above 20   ☐

Educational Background: Below 12th grade   ☐   12th grade complete ☐

                                   Certificate   ☐   Diploma   ☐

                                   BA Degree   ☐   MA and above   ☐

Interview

1. How and what are the basis of performance evaluation of employees?
2. For what purpose mainly do you use the result of appraisal?
3. Do you agree the current performance measurement criteria are related to the nature of the various job types in your Center?
4. Do you give information about the meaning and purposes of performance appraisal before appraising employees and how?

5. Do you disclose and discuss appraisal results with your employees?

6. What methods do you use for performance appraisal?

7. What are the strengths and weaknesses did you notice in the performance   appraisal method in your Center?

    Strengths:

    _____
    _____

    Weaknesses:

    _____
    _____

8. What do you suggest to solve those weaknesses?

DECLARATION

I, the undersigned, declare that this senior essay is my original work, prepared under the guidance of Ato Daniel Meread. All sources of materials used for the manuscript have been duly acknowledged.

Name:	Alemu Asres
Signature:	_____
Place of submissions:	St. Mary's University College
	Faculty of Business
	Department of Management
	Addis Ababa
Date of submission:	_____

SUBMISSION APPROVAL SHEET

This Senior Research Paper has been submitted to the Department of Management in partial fulfillment for the requirement of BA Degree in Management with my approval as an advisor.

Name: Daniel Meread

Signature: _____

Date: _____