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MBA PROGRAM

ASSESSMENT OF EMPLOYEE PERFORMANCE APPRAISAL PRACTICE
AND ITS LINK WITH ORGANIZATIONAL CULTURE AND EMPLOYEE
PERFORMANCE AT ETHIOPOLYMERS P.L.C

BY
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UNDER THE GUIDANCE OF Mr. TEREFE FEYERA (PHD)

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Abstract

The general objective of the study was to assess employees' performance appraisal practice at Ethiopolymers P.L.C. The specific objectives were to find out the extent to which the organization exercises performance appraisal in terms of feedback mechanism between the supervisors and employees at all levels and how far performance gap is identified and its contribution in the employee career development. The study has also gone through the practice of reward and recognition to determine the perception of employees. A survey questionnaire was distributed to and gathered from 100 employees based on simple random sampling was used for employees and management where as purposive sampling was selected to conduct semi-structured interview with HRM to support the analysis done by descriptive statistics. The instrument was designed in a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) and since the culture of organization can determine the performance of employees, hypothesis test was applied to determine their correlation in which the result was positive with p-value of 0.637. The results suggest that level of feedback mechanism at top management where there is anxiety is deprived and reflected at lower levels. The company managers and functional managers have no formal discussion to review the daily performance through explicit knowledge, which is basic for self and organizational development. The appropriate plan and company objective is not reviewed and communicated to employees at lower levels; and there is no evidence based daily performance of employees. Consequently, there is impossibility of identifying the good performer from poor performer to offer the compensation benefit. The HRM practices such as career development, promotion, compensation, succession of planning and employee development are so weak to integrate with employee performance appraisal. This all aforementioned challenges could be resolved when committed and organized HRM is established to improve the overall poor practice of performance appraisal,

Keywords: Performance Appraisal, Organizational Culture HRM Practice. Employee Performance

Declaration

I, declare that the thesis work entitled “Assessment of Employee Performance Appraisal Practice: The Case of Ethiopolymers p.l.c”, prepared under the guidance of Dr. Terefe Feyera, is my original work that all sources of material used for the work have been duly acknowledged

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July 2017

Endorsement

This thesis is submitted to St. Mary's University, School of Graduate Studies for the examination with my approval as a University advisor

Advisor Terefe Feyera(Dr)

Signature_____

St.Mary's University, Addis Ababa

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Abbreviations

HRM-----Human resource management

PAS-----Performance Appraisal system

MSFS-----Multi-source feedback systems

QMS-----Quality management system

ISO-----International standard organization

BARS -----Behaviorally Anchored Rating Scales

MBO ----- Management by Objective

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CHAPTER ONE

INTRODUCTION

1.1 Background

Performance appraisal is a process that contributes to the effective management of individuals (Caruth & Humphreys, 2008) and also used as a tool for looking forward to what need to be done by people in the organization in order to achieve the purpose of the job to meet new challenges (Armstrong, 2006). It can also defined as the formal assessment and rating of individuals by their managers (Armstrong, 2012). On the other hand, it is the ongoing process of evaluating employee over time, which involves the task of obtaining, recording analyzing information about the relative worth of an employee to the organization. Mani (2002:158) states about their recent successes and failures, personal strengths and weaknesses and suitability for promotion or further training. This helps the organization meet and indeed exceed their strategic targets by linking individual performance targets to the overall strategic target of the organization. It doesn't stop there but goes further to communicate feedback to the employees (Sole, 2009). Moorhead and Griffin (1992) sees Performance appraisal as a continuous process of assessing and measuring the inputs of every employee with a view to knowing their strengths and weaknesses (Brown & Benson, 2003) and communicating the results back to the employees (Cook & Crossman, 2004). Abu-Doleh & Weir (2007) posited that performance appraisal is an activity which includes the assessment of individual or other level of performance to measure and improve performance that will help in attaining corporate objectives.

Assessment of employee performance appraisal practice is not an overnight task that can be implemented easily in the organization; rather it needs a carefully designed, established criteria or standards, techniques and methodology for implementation. According to Mathis and Jackson (2005), "performance standards define the expected level of performance, and the benchmarks, or goals, or targets". It has been emphasized that these standards should be realistic, measurable and clear (Mathis & Jackson, 2005; Khan 2008). In most cases, it is not observed that in which both the employees and the organization will mutually benefited through applying the faire and accurate performance appraisal for achieving desired strategic goals. At somewhere it will be blocked and failed to satisfy the employees and leave them with negative perception towards the performance appraisal.

Having drawn the theoretical background of the study, it is also worthwhile to introduce the profile of Ethiopolymers to clarify context of this research to the readers. Ethiopolymers is a private company established with a paid up capital of Birr 5.3 million in March 2001 or 1993 E.C. and situated at Akaki Kaliti around the industry zone. The company has been able to register a sustainable growth, which eventually led to the increase of the paid up capital to Birr 83.6 million in May 2016. Since its establishment in March, 2001 G.C., the company has been able to register a significant, long run, annual average sales revenue growth of 36% which started at 2.85 million and currently stands at 200 million. The company has also been able to live up to the expectation of its clients thus enjoying the benefits of a wide array of customer base. Evaluating the net profit for the last five years (i.e. 2003-2008 EC) the average annual growth rate is estimated to be 35%.

After analyzing the company growth potential, the management has decided to acquire concentration of resources on the existing product lines that will give Ethiopolymers a competitive advantage in the production of PVC compounding raw material products and PVC pipe and conduits which creates viable, achievable and explore the possibility of expanding its product mix domain where there are feasible and measurable market demand. This initiative is expected to strategically position the company in to a domain where it would be possible to exploit the development opportunities being created as a result of the fast economic growth and the good investment policy prevailing in the country. Ethiopolymers became ISO 9001:2008 QMS Certified Company in 24 June 2012 since then the assessments of employee appraisal practice has been established in order to attain its objectives. The assessments of employee performance appraisal have designed for the development of human resource capability that will strive to increase its current market share in exploiting the employees' skill and experience. This research will go through in detail whether the assessment of employee performance practice have been implemented and aligned with organizational objective.

1.2 Statement of the problem

The daily performance of employees should be followed up, recognized and recorded and communication between the employees and their supervisors are critical to solve an unanticipated problem, which is beyond the capacity of employees (Coutts and Schneider, 2004). If employees are not being sufficiently appraised, there will be a negative outcome with respect

to their contribution to the organization. As suggested by Stanleigh (2006), it can contribute not only to poor performance on behalf of the individual, but the failure of business as a whole.

It is also difficult to ensure that employees understand their value within the organization if the person who is reviewing their performance is not the person who actually follows and measure their performance in day to day activities against the standard. How can they accept criticism from evaluator who is not present while performing their daily tasks? Edwards and Sproull (1988) argued that employees who receive a less than favorable evaluation may attribute it to the supervisor's "poor judgment, lack of knowledge, or personal bias". On the other hand misuse of performance appraisal system, poor system development, lack of feedback and communicating the practical aspects of the results are some of the factors why the system does not produce the required results (London et al, 2004).

Employees at all levels of management at Ethiopolymers mostly complaining that the HRM has no trend of analyzing performance appraisal result to take administrative decision like promotion, reward and salary increment on the other hand some of critical un anticipated problems are mostly solved by external experts which seems that employee performance gap is not identified by the evaluators to enhance the capability of employees in diminishing un necessary and extra cost. Why the feedback mechanism between supervisor and subordinate resolve these difficulty all levels of the company. How far the employee performance could be enhanced without continuous and immediate feedback offered to the subordinate? The change thoughts and growth directions is the recent case study prepared by the top management about the organization which affirms that the institution has lack of focus to link organizational culture to the employee performance appraisal. if there is weak organizational culture which may affect the perception of employees, there would be unfair and inaccurate performance practice. The complaints registration record also shows that most of the external customers are not satisfied with after sales service. Therefore, the effect of the performance appraisal practices may have some negative consequences to the employee's performance. Therefore, the researcher is inspired to investigate the effectiveness of employees' performance practice and to determine the main factors which make the gap with particular reference to Ethiopolymers P.L.C.

1.3 Basic research questions and hypothesis

Some research questions (variables) are proposed here to investigation the above problem.

1.3.1 Research Questions

- 1 What are the effects of assessment of performance appraisal practice towards performance of employees in the company?
2. How far employees are fairly and accurately appraised by their supervisors?
- 3 .What is the relationship between Human Resource Management (HRM) practices and Employee Performance?
- 4.How is performance appraisal practice is linked with reward/recognition
- 5.To what extent the employees' performance appraisal practice is integrated with organizational culture

1.3.2 Research Hypotheses

H1a: Four dimension organizational culture has no similar association with employees perception PA fairness.

H1b: Four dimension organizational culture has similar association with employees perception PA fairness

H2a: HRM practice has no relationship with employee perception of PA fairness

H2a; HRM practice has positive relationship with employee perception of PA fairness

H3a: Employee perception of PA fairness is not related with Reward and recognition.

H3a: Employee perception of PA fairness is positively related with Reward and recognition

Ha4: Employee perception of PA fairness and their work performance are indifferent.

H4b: Employee perception of PA fairness positively associated with employees' work performance.

1.4 Objective of the study

The objective of the study is stipulated here under at two levels as general and specific objectives.

1.4.1 The General objective

This study focus on to assess how performance appraisal is practiced and to identify major factors influencing this practice.

1.4.2 The specific objectives of research

1. To find out the extent to which the office of HRM exercises performance appraisal
2. To determine the extent to which institutional culture is integrated to employee work performance

3. To investigate whether or not reward/ recognition is properly linked with the company's performance appraisal practice
4. To determine the extent to which feedback mechanisms are used by supervisors fairly and accurately appraise the employee's
5. to identify whether there are challenges pertaining to the implementation of Performance Appraisal System

1.5 Significance of this study

The outcome of this study would contribute some benefits to the company through the following ways:

1. Communicating framework

Ethiopolymers P.L.C can prevent or remedy the majority of performance problems by ensuring that two-way conversation occurs between the manager and the employee, resulting in a complete understanding of what is required, when it is required and how the employee's contribution measures up.

Communication always requires that employees have the opportunity and ability to provide feedback to their bosses in order to make sure that the communication is understood. Therefore, in performance appraisals, the communication process requires that the supervisors and managers will communicate with the employees to provide them information about how the management believes they are doing in their job, but the process also requires that the management provide the opportunity for the employees to speak concerning factors that inhibit their ability to successfully perform for the organization.

Factors in a job that management may not know about in the existing situation can include many things, including lack of training, poorly maintained equipment, lack of tools necessary to perform, conflict within work groups, and many other things that management may not see on a daily basis. If the communication component of the performance appraisal practice does not allow for this two-way communication, managers may not know of the obstacles that the employees have to overcome. The only way that management can resolve problems is to know

about them. So, as managers, need to communicate with the employees to find out when issues within the work environment cause loss of productivity so it can be fixed. Thus, two-way communication is a critical component of correcting problems through the employee performance appraisal practice if it is implemented according to the research finding.

2. Decision Making (Evaluating)

The other significance of the study is to allow management to make decisions about employees within the organization. The company needs to make decisions based on information; the information will be captured from the communication between employees and subordinators that is critical component to allow the manager to improve organizational productivity. Information from annual performance appraisals to make evaluative decisions concerning the workforce including pay raises, promotions, demotions, training and development, and termination. When there is valid and reliable information concerning each individual within the division or department, this gives the company the ability to make decisions that can enhance productivity for the firm.

If, for instance, through the process of coaching it can be found that several machine operators are having trouble keeping their equipment in working order, this piece of information would quite likely lead to a needs assessment to determine whether or not maintenance training is necessary for the group of operators. Without the rigorous performance practice, the organization might not learn of this common problem as early, and as a result could do some significant damage to very expensive equipment. This and similar types of information frequently come to the forefront as supervisors go through the performance appraisal practice. Decision making based on good communication is a very large part of why we take the time to do annual performance appraisals if it is implemented, given that this study will find out the problem.

3. Motivating (Developing)

Apart from the above points it also provides motivation to employees to improve the way they work individually for developmental purposes, which in turn will improve organizational productivity overall. Motivation can be defined as the willingness to achieve organizational objectives. The company can create this willingness to achieve the organization's objectives, which in turn will increase organizational productivity. Performance appraisals decisions should lead to development of employee like machine operators having trouble keeping their equipment in working order, making the decision to train the employee's leads to their development through

improving their performance, as well as better utilizing the resources to improve organizational performance.

4. As a resource for other future researches

The outcomes of this study will contribute a lot as being a resource and clue for any interested researchers who have willingness to study on Ethiopolymers P.L.C and other similar companies too. This further initiates and enhances researchers and companies to carryout similar and additional studies for better utilization of their resources. As per the findings of those studies companies will be beneficial by taking measures for their organizational performance improvement.

The findings from this study will also indicate the directions and clues for additional researches that should be carried out by Ethiopolymers P.L.C for the improvement of its performance.

CHAPTER TWO REVIEW OF RELATED LITERATURE

Under the review of related literature, some citation of previous research regarding the study area is presented to answer the research questions

Conceptual review

It helps the researcher in order to understand what is already known about the research problem and to find out the gaps in the present body of knowledge so that the proposed research will fit into this picture. The contribution of study area to the existing organization is briefly presented.

Details about the methods rating employee and its drawbacks with recent concepts also presented. The effectiveness and causes for failures of performance appraisal as well as the organizational culture and HRM practices also established to laid down the foundation for the hypotheses testing.

2.1 Concepts and uses of performance appraisal

2.1.1 Concepts of performance appraisal

The term performance refers to a set of outcome produced by employees during a certain period and does not refer to the traits, personal characteristics, or competencies of the performer. The Oxford English Dictionary defines appraise as “estimate the value or quality of”. Linking this to performance, Bird (2003) suggest performance appraisal is the assessment of what the employee produces and how reveals their individual contribution in the organization's objectives in which it is increasingly considered as one of the most important human resource practices (Boswell and Boudreau 2002). Furthermore, (Carrol & Scheider,1982) stated performance appraisal as the “the process of identifying, observing, measuring, and developing human performance in organization”

Subsequent to defining performance appraisal one has to know what Performance management is, therefore according to Armstrong (2009: 123), Performance management is a systematic process for improving organizational performance by developing the performance of individuals and teams. It is a means of getting better results by understanding and managing performance within an agreed framework of planned goals, standards and competency requirements to align individual objectives to organizational objectives and encouraging individuals to uphold corporate core values; enabling expectations to be defined and agreed in terms of role responsibilities and accountabilities (expected to do), skills (expected to have) and behaviors (expected to be); providing opportunities for individuals to identify their own goals and develop their skills and competencies.

2.1.2 Uses of Performance Appraisal

2.1.2.1 Use for the Organization:

Performance appraisal could be an effective source of management information, given to employees. Performance reviews are focused on contributions to the organizational goals and outcomes of performance appraisal can lead to improvements in work performance and therefore overall business performance via, for example increased productivity or customer service. Malcolm and Jackson (2002) outline four different benefits for the organization. These are targeted-training approach based on identified needs; future employee promotion decisions effective bases for reward decisions and improved retention of employees.

Additionally performance appraisal can help also to identify inefficient work practices or reveal potential problems, which are restricting the progress of the company. Derven (1990) and Mullins (1999) suggested as it can help the organization to identify the talented employees and future leaders in the company. There is straight connection between the job of an individual and the strategic goals of the organization and this can directly increase the profitability of the company when it builds its appraisal systems on measuring customer satisfaction Derven (1990).

2.1.2.2 Uses for the manager:

The annual meeting gives an opportunity to the manager to formally recognize good performance and this would lead to more motivation from the workers (Derven 1990). Modern systems for performance appraisal depersonalize issues in which supervisors focus on behaviors and results, rather than on personalities. Such systems support ongoing communication, feedback and dialogue about organizational goals. Performance appraisal provides a clear target of job standards and priorities and ensures more trust on the relation manager–worker (Derven 1990). Other management benefits of Performance Appraisal are the identification of high performers and poor performers as well as the identification of strengths and development areas (Jackson & Schuler 2002).

2.1.2.3 Uses for employee

Performance appraisal takes into account the past performance of the employees and focuses on the improvement of the future performance of the employees. It gives the staff the opportunity to express their ideas and expectations for the strategic goals of the company (Mullins 1999). Ideally they receive a fair and analytical feedback for their performance (Derven1990)and helps them to rate the performance of the employees, evaluate their contribution towards the organizational goals and to align the individual performances with the organizational goals. Besides, enhancing motivation appraisal is about involvement in the ‘big picture’ responsibility, encouragement, recognition for effective delivery and effort (Malcolm and Jackson, 2002) for the employee, who performs well in the present to go on doing so and in the future (Derven 1990).

It provides information about job performance and potentials of employees to identify the responsibilities on the basis of competence and to plan relevant training and development which enable the organization to reward the individual adequately and to learn of their views and aspirations concerning their own career. Managers often believe that the most significant performance appraisal outcome involves the contributions employees make to the organizations goal attainment. So it is a vital component of a broader set of human resource practices and the

mechanism for evaluating the extent to which each employee's day-to-day performance is linked to the goals established by the organization (Coutts and Schneider, 2004). According to Armstrong (2000), a Performance appraisal "function" is a continuous and evolutionary process in which Assessment of Employee's performance appraisal practice performance improves over time.

2.2 The Modern Methods of the Performance Appraisal Practice

The traditional conceptualization of performance appraisal systems emphasizes the individual employee as the focus. However, recently, several scholars have suggested that PASs should include both internal and external information such as that related to production processes, and external information as pertaining to markets, customers, and competitors (Chenhall, 2003; Noeverman et al., 2005).

Likewise, Ferreira and Otley (2009) mentioned that PASs support the role of a broad range of managerial activities, including strategic processes and any emergent strategy that involve strategic formulation and implementation through the process of learning and change. Performance appraisal also refers to the use of financial and non-financial information by managers to make decisions pertaining to organizational activities with a focus on the pre determined goals (De Waal, 2007 & Karuhanga, 2010).

2.2.1 Management by Objectives (MBO)

Management by objectives (MBO) is popular in both private and public organizations. The original concept came from the accounting firm of Booz, Allen, and Hamilton and was called a "manager's letter." The process consisted of having all the subordinate managers write a letter to their superiors, detailing what their performance goals were for the coming year and how they planned to achieve those (Noe et al 2008). It seeks to minimize external controls and maximize internal motivation through joint goal setting between the manager and the subordinate, and increasing the subordinate's own control of his work which strongly reinforces the importance of allowing the subordinate to participate in the decisions that affect him directly (Joshi, 2013).

2.2.1.1 Objectives of MBO

The objective is to change the behavior and attitudes towards getting the job done and result oriented. A management system and philosophy stress goals rather than methods. It provides responsibility and accountability and recognizes that employees have need for achievement and

self-fulfillment. It meets these needs by providing opportunities for participation in the goal setting process and focuses on the product of one's efforts which contains different methods during application. Henenman et al (1996). According to Joshi (2013) MBO programs have the following benefits.

Since MBO aims at providing clear targets and their order or priority, it reduces role conflict and ambiguity. It increases employee motivation through providing objective appraisal criteria that identifies performance deficiencies and enables the management and employees to set individualized self-improvement goals and thus proves effective in training and development of people like personal leadership, especially the skills of listening, planning, counseling, motivating and evaluating.

2.2.2 Behaviorally Anchored Rating Scales

According to Moats a fairer approach to performance appraisal is behaviorally anchored rating scales (BARSs), which are designed to identify job-related activities and responsibilities and to describe the more effective and less effective behaviors that lead to success in specific jobs. The rater observes a worker and then records his or her behavior on BARS. The system is similar to checklist methods in that statements are essentially checked off as true or false. Moats points out however that, BARS differ in that they use combinations of job-related statements that allow the assessor to differentiate between behavior, performance, and results. Moats (1999)

2.2.3 Assessment centers

It is a system of determining future potential based on multiple evaluations and raters. Typically, a group meets at a training facility or evaluation site. They are evaluated individually through a battery of interviews, tests, and exercises. In addition, they are evaluated within a group setting during decision-making exercises, team projects, and group discussions. Psychologists and managers work together to evaluate the employees' future management potential and to identify strengths and weaknesses (Bodil 1997).

2.2.4 The 360-Degree Feedback Evaluation Method

In recent years multi-source feedback systems (MSFS) also known as 360 Degree Appraisal became very popular. It became popular, as it has been felt for long years that one person's assessment of another individual cannot be free of biases. In addition, with the focus on customers (both internal and external) and emphasis on softer dimensions of performance

(leadership, innovation, teamwork, initiative, emotional intelligence, entrepreneurship etc.) it has become necessary to get multiple assessments for a more objective assessment. 360 Degree Appraisal is Multi- Rater Appraisal and Feedback System. In this system, the candidate is assessed periodically (once in a year and sometimes even half yearly) by a number of assessors including his boss, immediate subordinates, colleagues, internal customers and external customers. The assessment is made on a questionnaire specially designed to measure behaviors.

Hoffman (1995)

This system has the inseparability of the bias of the evaluator as major drawback. To overcome this new form of feedback “360-degree feedback” is formed, it is also known as 'multi-rater feedback'. In this system the feedback is taken from all the sources which come in contact with the employee on his/her job. The various sources include co-workers, managers and supervisors, customers, staff and the individual being evaluated. This provides full assessment of an individual based on feedbacks from multiple sources. It is an evaluation tool utilizing opinions of many different people who interact with the employee on a routinely manner.(Armstrong, 1998;Stone,2002)

The four integral components of 360 degree are the following

2.2.4.1 Self-Appraisal

Self-appraisal is justified where there are strong reasons to believe that the employee himself is in the best position to observe and evaluate his/her own methods of work and outcomes (Cummings & Schwab, 1973). It gives a chance for the employees to look at his/her strengths and weaknesses for the achievements and judge of his/her own performance. Cascio (1995) believes that the opportunity to participate in the performance appraisals process, particularly if appraisals are combined with goal setting and the chance to add value to the organization improves the employee’s motivation and reduces defensiveness during the evaluation interview. However, self-appraisals tend to be more lenient and more biased, and are probably more appropriate for counseling and development than for employment decisions.

2.2.4.2 Appraisal by Superior

The supervisor’s appraisal focuses on the employee’s responsibilities and the actual performance is rated by the supervisor, because the supervisor is the person who most familiar with the subordinate's performance and also is in the best position to observe the employee’s behavior and his/her performance. Ivancevich, (1989),

2.2.4.3 Appraisal by Subordinate

Subordinates appraisal gives a chance to judge the employee on capabilities such as communication and motivational skills. Subordinates know how well a supervisor delegates,

organizes and plans. The information for subordinate's appraisal can provide a sense of morale within the unit and is an indicator of the respect the staff has for the supervisor. Subordinates ratings can assist management in identifying individuals who are promotable because of their skills in managing people (Latham & Wexley, 1943).

2.2.4.4 Peer Appraisal

Peers feedback can help to assess employee's abilities to work in a team, be co-operative and sensitive towards others. The judgment of peers can provide a perspective on performance that is different to that of the supervisor. According to Latham and Wexley (1943), the high reliability of peer appraisals is a function of at least two factors. First, reliability is affected positively by consequently; they have more relevant information than other sources upon which to make an evaluation. Second, the use of peers as raters makes it possible to get a number of independent judgments. The average mark of several ratings is often more reliable than single rating (Bayroff, Haggerty & Rundquist, 1954). Such ratings frequently provide a stable measure relatively free of the bias and idiosyncrasies of a single rater. The daily interactions among peers have a comprehensive view of an employee's job performance.

2.3 Factors Affecting Performance Appraisal

Many of the factors indicate that most performance appraisal system fail importantly because of the way it is practiced (Bacal, 1998). The reality is that the organization cannot control the employees' behavior only they control how they perform their jobs, however the key is to provide them with the right environment in which to do so (DelPo, 2007). Such an environment includes support, communication, collaboration, participation, continuous feedback and fair treatment the very qualities created by effective performance appraisal systems. If, at its heart, a performance appraisal process is designed to improve employee performance, then a manager should emphasize what the employee can do going forward, not how the employee did in the past.

2.3.1 Unclear standards

Whether performance is evaluated according to goal achievement, or value added, the most problem is inconsistency of standards between raters and the problem lies in the way that different people define standards. "Good", "average", and "fair" do not mean the same thing to everyone. The solution is to develop and include descriptive phrases that define the language the

rater is required to use. This specificity results in performance evaluations that are more consistent and more easily explained (Dessler1997).

2.3.2 Supervisor-subordinate relations

The quality of the appraisal process is dependent on the nature of the day-to-day boss subordinate relationship. In an effective relationship, the supervisor is providing feedback and coaching on an ongoing basis. Thus, the appraisal interview is merely a review of the issues that have already been discussed and on the other hand, if a relationship of mutual trust and supportiveness exists, subordinates are more appropriate to be open in discussing performance problems and less defensive in response to negative feedback. There are no easy techniques for changing a boss subordinate relationship for it is highly affected by the context with in which the boss and subordinate work in the broader culture of the organization and the climate of the primary work group will have important influences on boss subordinate relationship. If the organization culture encourages participative management, open communication, supportiveness accompanied by high standards of performance appraisal, a concern for employees, and egalitarianism, it is more likely that these values will characterize. Bernardin and Beatty, (1984)

2.3.3 The appraisal interview

If the appraisal interview is conducted poorly, the efficacy of the appraisal system is lost and therefore the interviewer must be aware about sensitivity to employee needs for privacy and confidentiality. It is of utmost importance to provide undivided attention during the interview and reserve adequate time for a full discussion of the issues (Roberts, 1994). “Last spring my supervisor was too busy to evaluate me, so I have no idea what kind of evaluation if any was turned in at all”, comments a disgusted employee at East Carolina University (Mani, 2002,). To encourage employees to participate in the evaluation, Krug (1998) suggested asking open-ended questions, i.e., the questions that cannot be answered with a simple yes, or no. Particularly, he suggested instead of asking a question like, “Do you enjoy your job?” ask, “How do you feel about working in this company?” The latter question requires a more thoughtful and informative answer. The best techniques for conducting a performance appraisal reticular appraisal interview depend on the mix of objectives pursued and the characteristics of the subordinate. Employees

differ in their age, experience, sensitivity about the negative feedback, attitude towards the supervisor, and desire for the influence and control over their destiny.

2.3.4 Feedback management and appraisal environment

One of the most important conditions is to provide clear, performance-based feedback to employees (Carroll and Schneier, 1982; Ilgen et al., 1979; Larson, 1984). Almost 50 years ago, Maier (1958) highlighted the crucial role of appraisal feedback in the performance appraisal process

According to Levy and Williams (2004), “if participants do not perceive the system to be fair, the feedback to be accurate, or the sources to be credible then they are more likely to ignore and not use the feedback they receive.” Indeed, the significance of feedback to the appraisal process as well as to the broader management process has been widely acknowledged (Bernardin and Beatty, 1984; Ilgen et al., 1979; Lawler, 1994; Murphy and Cleveland, 1995). First, from the organization’s point of view, feedback keeps both its members’ behavior directed toward desired goals and stimulates and maintains high levels of effort (Lawler, 1994; Vroom, 1964). From the individual's point of view, feedback satisfies a need for information about the extent to which personal goals are met (Nadler, 1977), as well as a need for social comparison information about one's relative performance (Festinger, 1954).

Second, feedback potentially can influence future performance (Ilgen et al., 1979; Kluger and DeNisi, 1996). Third, it is believed to play a significant role in the development of job and organizational attitudes

Performance feedback should include information on *how* to improve performance, along with information about what areas of performance need improvement. The frequency of feedback is also important. The rating scales should focus on results as much as on processes.

Thus, feedback is not only important to individuals but also to organizations because of its potential influence on employee performance and a variety of attitudes and behaviors of interest to organizations. (Ilgen et al., 1981; Taylor et al., 1984).

In summary, the central role of feedback to the appraisal process and the importance of examining rates’ satisfaction with appraisal feedback are widely acknowledged (Ilgen et al., 1979; Keeping and Levy, 2000; Murphy and Cleveland, 1995).

Some of the relevant characteristics that may influence the effectiveness of the appraisal process include the frequency of the appraisals, the nature of the appraisal (i.e., written vs. unwritten), the perceived fairness of the evaluation process (Huffman & Cain, 2000), and the degree to which the evaluation results are discussed with the employees being evaluated (Dipboye & de Pontbriand, 1981; Landy, Barnes, & Murphy, 1978).

Reactions to feedback are presumed to indicate overall system viability (Cardy and Dobbins, 1994; Carroll and Schneier, 1982) and to influence future job performance (Kluger and DeNisi, 1996), as well as job and organizational attitudes (Taylor et al., 1984).

The rater is responsible to ensure that feedback is given to the ratee. In developing countries people are not socialized to interject their ideas in an appraisal review and to explain and defend their point of view. In addition, they are mostly oriented towards showing the supervisor respect. One way of expressing respect is to avoid presenting potentially contradictory views. Respondents indicate that there is a high propensity for the 'command and control' method of directing activities, yet the performance appraisal system promotes the view that people should discuss the variables upon which their success will be measured. In addition to the problem of feedback, the environment in which the performance appraisal exercise is conducted also emphasizes power distance and therefore undermines the intention of the appraisal meeting. The study found that most appraisal meetings take place in the raters' office and the rater may allow interruptions, taking phone calls and attending to other people. Thus, the environment in which the appraisal unfolds undermines the appraisal's objectives and proves only to underscore power distance. The minimal feedback and interaction on goals and objectives, and the reticence to express contrary views all lead to the exercise not being respected; it becomes a distasteful ritual, something only to be endured.

2.3.5 Power distance in terms of gender and generational differences

Large power distance partly arises from some people being awarded a culturally superior status, e.g., elders, men, bosses and anyone in authority. The inequality of persons, not least gender and generation differences, causes the appropriateness of the performance appraisal system to come into question because the latter is predicated upon supervisors and subordinates negotiating the subordinate's annual objectives. This is difficult because of the high degree of power distance between bosses and subordinates. The difficulty also extends to gender and generation differences. In terms of gender, we observe that there is always tension when a supervisor is a

woman and she must negotiate objectives with men, worse still, and older men. In such cases it is common to find that the rater's decisions are not based on facts but on opinion. Young senior bosses tend to negotiate objectives with their older subordinates. Due to the cultural constraint that elders must be respected, the possibility of having the appraisal favor elders and other culturally superior persons is high. Consequently, the spirit of the performance appraisal system is undermined. Hofstede, 2005:55).

2.3.6 Perception about the Performance Appraisal System

According to McShane and Glinow, (2000), Perception is the process of receiving information and making sense of the world around us. It involves deciding which information to notice, how to categorize this information, and how to interpret within the framework of our existing knowledge. Perceptual process is the dynamics of selecting, organizing, and interpreting external stimuli. The perceptual process begins when environmental stimuli are received through our senses and stimuli are screened out; the rest are organized and interpreted based on various information processing activities. Finally, the resulting perceptions influence our emotions and behavior toward those objects, people, and events.

According to Armstrong (2009:125), Perception is the intuitive understanding, recognition and interpretation of things and events. Behavior will be influenced by the perceptions of individuals about the situation they are in. Therefore, the perception of employee about their performance appraisal depends upon their understanding of themselves and interpretation of their own. Performance appraisal should be fair and objective oriented, if it is for aligning employees to organizational goals and employees' development. Fairness is emphasized more specifically; trust will be developed if management acts fairly, equitably and consistently, if a policy of transparency is implemented, if intentions and the reasons for proposals or decisions are communicated both to employees generally and to individuals, if there is full involvement in developing reward processes, and if mutual expectations are agreed through performance appraisals. Failure to meet these criteria, wholly or in part, is perhaps the main reason why so assessment of Employee's performance Appraisal Practice fails.

Previous research also has shown that performance appraisal purpose affects rating processes and outcomes (Qawahar and Williams, 1997; Murphy, Garcia, Kerkar, Martin, and Baher, 1982; Shore, Adams, and Tashchian. 1998; Williams, DeNisi, Blencoe, and Cafferty. 1985) and

employees indicate a preference for certain performance appraisal uses (Jordan and Nasis, 1992), it is conceivable that employee attitudes may vary depending on perceptions of how the performance appraisal is used. If people perceive performance appraisal purposes differently, as has been suggested (Balzer and Sulsky, 1990; Osiroff, 1993), then attitudes may vary depending on that perception. Prince and Lawler (1986) study showed a positive effect on employee satisfaction with the performance appraisal when this one is used for salary discussion. It has also been proposed that evaluation is often of a negative nature (Blau, 1964; Meyer, Kay, and French, 1965), whereas development is more likely to be viewed positively because of its futuristic and helpful focus (Milkovich and Boudreau, 1997). Salary increases may even lead to negative feelings if the increase is perceived as inequitable or minimal (Wendy R. Boswell john W. Boudreau, 2000). Development provided by the immediate supervisor has been shown to be an important and common use of performance appraisal (Cleveland, Murphy, and Williams, 1989; Meyer, Kay, and French, 1965). Prince and Lawler (1986) found that the constructs "work planning and goal setting" and "discuss performance attributes" exerted a positive influence on employees' satisfaction with and perceived utility of the performance appraisal.

2.3.5 Halo effect

This occurs when a rater's rating of an employee's performance influences the appraisal of other aspects of the performance evaluation. For example, the manager knows a particular employee always helps colleague when there are problems. The other appraisal area that will be affected by this halo effect is quality of work, skills and knowledge of work. Nisbett and Wilson (1997)

2.3.6 Recency

This tendency rates people based on recent incidents instead of over the entire rating period which tends to influence rater's overall perception of the individual's performance. To avoid the recency error, raters should conduct frequent appraisals. Longenecker (1994)

2.3.7 Bias

This occurs when the rater is influenced by characteristics of individuals, such as their gender, race, age or nationality. Hofstede, 2005:55).

2.3.8 Generalizations

This problem happens when a worker is judged according to the behavior of the specific group, which he/she belongs to, and the worker is unfairly judged based on what is known about the group as a whole.

2.3.9 Leniency and strictness error

Raters might evaluate the employee wrongly because they are too lenient or too strict. This evaluation for all workers is either too high or too low.

2.3.10 Central tendency

This problem occurs when appraiser assess incorrectly because the judgment is too centralized that there is a tendency to assign all ratings towards the center of the scale and often rate all workers as being average. This happens because the raters know little or nothing about the employees.

2.3.11 Personal prejudice

The assessment can be unfair if the evaluation depends on the rater's own values and norms. This makes him/her prejudiced against the true positive qualities/capabilities of the person who will be unfairly influenced.

2.3.12 Counseling, Transfer, Termination

There is always the possibility that an employee who receives poor appraisal results is in fact, a chronic poor performer. No employer is obliged to tolerate poor performance forever and therefore consistently poor appraisal results will indicate a need for counseling, transfer or termination.

2.4 HRM practices and its link with performance appraisal practice

Firms will be better off if they identify and adopt 'best practice' in the way they manage people (Boxall & Purcell, 2000). In other words, some human resource practices are always better than others (Rose & Kumar, 2006 regardless of the firm, its strategy or its environment (Delery & Doty, 1996) and all organizations should adopt them (Miles & Snow, 1984). From this perspective, for a firm to have effective human resource practices, it needs to copy and implement these universal best practices. There are many empirical evidences suggesting that human capital is the pre-eminent organizational resource and the main key to achieving superior performance. Therefore, human capital provides organization with an important source of sustainable competitive advantage (Huselid, 1995). The universalistic academicians consider strategic HRM practices to positively influence firm performance and help firms improve their human resource cost benefits, improve operating efficiency, increase innovation, and increase overall organizational performance benefits (Dyer & Reeves, 1995). According to Osterman (1987) and Sonnenfeld & Peiperl (1988), the most influential best practices set consist of seven practices namely internal career opportunities, training systems, appraisals, profit-sharing plans,

employment security, voice mechanisms (grievance systems and participation in decision making) and degree to which jobs are narrowly designed. Many scholars have supported this universalistic prediction (Terpstra & Rozell, 1993; Delery & Doty, 1996) and firms desire to succeed in today's global environment and competition must make appropriate human resource investment to acquire and develop human capital who acquire better skills, capabilities, and knowledge than their competitors.

2.4.1 Compensation

When employees don't compensated fairly, by basing their compensation on work results, then the employees waste their time rather on getting the desired levels of compensation and not on improving their work. According to Susan, (1995), performance evaluation system is fair if: 1) It provides adequate notice; 2) fair hearing which requires a formal review of meeting in which an employee is informed of a tentative assessment of his/her performance and employees are permitted to challenge the assessment; and 3) Judgment based on evidence that requires the organization to apply performance standards consistently across employees.

et al (2006) emphasize that as an HRM area compensation refers to determination of salary and benefit the compensation practices of the organization are important in creating and maintaining specific behavior and performance outcomes from employees.

Compensation practices are often essential in attracting and retaining those employees who are core to the business (Cheng and Brown, 1998; Nankervis, 1995) Noe et al state (2003) organization that link pay to individual performance may be more likely to attract individualistic employees whereas organizations relying more heavily on team rewards are more likely to attract team-oriented employees. The implication is that the design of compensation programs needs to be carefully coordinated with the business and human resource strategy

2.4.2 Career Planning

Career planning is process of setting career goals and identifies the ways to attain them. Career planning is a process of planning individual's life work. Career planning is a tool used to motivate employees to work for the development of the organization (Wright and Snell, 1998).

The career planning focused on motivating the employees to achieve a desired match between personal goals and organizational goals. A process of developing human resources to increase organizational performance is referred as career planning (Leibowitz *et al.*, 1986). Career development process is useful in identifying employee's skills and experience and assigning

them tasks accordingly. Individuals prefer to join those organizations where they get enough opportunities to pursue their career goals and exploit their potential fully (Gardener *et al.*, 2011). Career planning serves as a tool to motivate employees to work effectively and efficiently in order to achieve the goals of the organization. Career planning is a deliberate process of providing opportunities for successful development (Snell, 1992).

2.4.3 Reward

The link between performance appraisal and rewards such as merit pay and promotion is very important to create the necessary interest for accomplishing proper performance appraisal. Both the employees and supervisors will have a stake in the process. Supervisors will be able to convince employees that such rewards are done on objective grounds and employees will follow their performance feedback seriously, as it will affect their career and benefits.

(Bannister & Balkin, 1990) has reported that appraises seem to have greater acceptance of the appraisal process, and feel more satisfied with it, when the process is directly linked to rewards. Such findings are a serious challenge to those who feel that appraisal results and reward outcomes must be strictly isolated from each other. There is also a group who argues that the evaluation of employees for reward purposes, and frank communication with them about their performance, are part of the basic responsibilities of management. The practice of not discussing reward issues while appraising performance is, say critics, based on inconsistent and muddled ideas of motivation.

2.4.4 Training

Training refers to bridging the gap between the current performance and the standard desired performance. Training could be given through different methods such as on the coaching and mentoring, peers cooperation and participation by the subordinates develops capabilities of the employee and sharpen their thinking ability and creativity to deal with the customer in an effective manner and respond to their complaints in timely manner (Hollenbeck, Derue and Guzzo, 2004) to take better decision (David, 2006). However training programs not only develops employees but also help an organization to make best use of their human resources in favor of gaining competitive advantage. Therefore, it seems mandatory by the firm to plan for such a training programs for its employees to enhance their abilities and competencies that are needed at the workplace. Therefore training refers to bridging the gap between the current performance and the standard desired performance (Roger, 2005).

Training also develops self efficacy and results in superior performance on job (Svenja,2007), by replacing the traditional weak practices by efficient and effective work related practices

(Kathiravan, Devadason and Zakkeer 2006). It is all about improving the skills that seems to be necessary for the achievement of organizational goals. Training programs may also help the workforce to decrease their anxiety or frustration, originated by the work on job (Chenet al., 2004). Those workers who feel themselves to be unable to perform a task with the desired level of performance often decide to leave the firm (Chen et al., 2004), otherwise their stay at firm will not add to productivity (Kanelopoulos and Akrivos, 2006). The greater the gap between the skills necessary and those possessed by the workforce, the higher the job dissatisfaction of the workers. Rowden (2002), suggest that training may also be an efficient tool for improving ones job satisfaction, as employee better performance leads to appreciation by the top management, hence employee feel more adjusted with his job. According to Rowden and Conine (2005), trained employees are more able to satisfy the customers and (Tsai et al., 2007), employees who learn as a result of training program shows a greater level of job satisfaction along with superior performance.

2.4.5 Employee Involvement

The concept of treating employees as the most important assets of an organization is an underlying assumption of HRM. As such, to facilitate and enhance greater employee influence and involvement is obviously basic to successful HRM practice in organization. Poole and Jenkins (1997) proposed three principle routes to greater employee involvement which includes: Legislated standards on employee participation (example work councils, support for employee financial participation) trade unions for both formal and informal collective bargaining and management initiatives to support employee participation in the work itself and to provide opportunities for employees to voice their views on development and problems (Beer *et al.*, 1984; Poole & Mansfield, 1993).

2.4.6 Employee Development and Feedback

Armstrong (2009) also stated employees“ feedback and development as functions as a continuous and evolutionary process in which performance improves overtime. It provides the basis for regular and frequent dialogues between managers and individuals about performance and development needs based on feedback and self-assessment. It is mainly concerned with individual performance but it can also be applied to teams. The emphasis is on development, although performance appraisal is an important part of the reward system through the provision of feedback and recognition and the identification of opportunities for growth. It may be

associated with performance or contribution-related pay but its developmental aspects are much more important.

2.4.6.1 Challenges in Employee Development

Employee development depends upon the individual employee whether employee is willing to participate or not. Employee development also depends upon the organization culture, attitude of top management, and limited opportunities of promotion. (Elena P.2000, Antonacopoulou 1996).

2.4.6.1.1 Organizational Culture

Organizational culture is conceptualized as shared beliefs and values within the organization that helps to shape the behavior patterns of employees (Kotter and Heskett, 1992).it relates the employees to Organization's values, norms, stories, beliefs and principles and incorporates these assumptions into them as activity and behavioral set of standards. Klein, (1996) positioned organizational culture as the core of organization's activities which has aggregate impact on its overall effectiveness and the quality of its product and services. According to Kandula (2006) the key to good performance is a strong culture. He further maintains that due to difference in organizational culture, same strategies do not yield same results for two organizations in the same industry and in the same location. A positive and strong culture can make an average individual perform and achieve brilliantly whereas a negative and weak culture may demotivate an outstanding employee to underperform and end up with no achievement. Therefore organizational culture has an active and direct role in performance management. Murphy and Cleveland (1995) believe that research on culture will contribute to the understanding of performance management. Magee (2002) contends that without considering the impact of organizational culture, organizational practices such as performance management could be counterproductive because the two are interdependent and change in one will impact the other.

2.5 Effectiveness of Performance appraisal

The effectiveness of a system is defined as an external standard "of how well the system is meeting the demands of the various groups and organizations that are concerned with its activities" (Pfeffer and Salancik 1978) which approximately is a construct "for doing the right things" or having validity of outcome (Hines et al. 2000).

Effectiveness is by definition a qualitative measure set by evaluator. Möller and Törrönen (2003) argue that effectiveness "refers to the system's ability to invent and produce solutions that provide more value to stakeholders of the institution"

Moats (1999) points out that most effective system of appraising performance are: (1) pragmatic, (2) relevant, and (3) uniform. Bodil (1997) describes pragmatism as important because it helps to

ensure that the system will be easily understood by employees and effectively put into action by managers. Moats further stresses that appraisal structures that are complex or impractical tend to result in confusion, frustration, and nonuse. Commenting further, Moats says that systems that are not specifically relevant to the job may result in wasted time and resources. Undeniably, most successful appraisal programs identify and evaluate only the critical behaviors that contribute to job success. Systems that miss those behaviors are often invalid, inaccurate, and result in discrimination based on nonrelated factors (Bodil 1997).

Moats stresses again that the uniformity of the appraisal structure is vital because it ensures that all employees are evaluated on a standardized scale. Appraisals that are not uniform are less effective because the criteria for success or failure become arbitrary and meaningless. Furthermore, uniformity allows a company to systematically compare the appraisals of different employees with each other. Moats contend that companies must address four decisions when structuring their appraisal systems: (1) what should be assessed? (2) Who should make the appraisal?; (3) Which procedure(s) should be utilized?; and (4) How will the results be communicated? In determining what to evaluate, designers of an appraisal system usually consider not only results, but also the behaviors that lead to the results (Bodil, 1997)

According to Shelley (1999) the actions and results that are measured will depend on a variety of factors specific to the company and industry. Most importantly, criteria should be selected that will encourage the achievement of comprehensive corporate objectives.

This, Moats says, is accomplished by determining the exact role of each job in accomplishing company goals, and which behaviors and results are critical for success in each position. Furthermore, different criteria for success should be weighted to reflect their importance.

2.5.1 Improving the Effectiveness of Performance Appraisals

To meet the vision, mission, objective, goals and targets of an organization or an institution, everyone should set clear and precise methods of performance appraisal system objectivity. If so, effective output of PA system leads an organization to prosper specially environment where formal learning and other similar activities are held. As a result of, every employee's awareness leads to set and control how to implement effective PA system. Nelson and et.al (1997) discusses that an effective PA system has about five main characteristics.

Validity: Comes from capturing multiple dimensions of person's job performance

Reliability: comes from capturing evaluation from multiple sources and at different times over the course of the evaluation period.

Responsiveness: allows the person being evaluated some input in to the final outcome.

Flexibility: it opens to modification based on new information such as federal requirements.

Equitableness: results in fair evaluations against established performance criteria, regardless of individual differences.

Again clear and very important statements, about the effectiveness of PA system are expressed by Mathis and Jackson (1997) as an understanding what an appraisal is supposed to do is very critical whichever of the method is used. It usually works if PA is used to develop employees as a source. When management uses appraisal as a punishment or when raters fail to understand its limitations it fails.

What and whichever the appraisal method is used, the main point is that managers and employees must understand the purposes of PA system. So, consistent with the strategic mission of the organization, useful as an administrative tool, legal as development tool, as documentation of employee's performance are points of chances to be obtained if and only if PA is practiced properly.

2.5.1.1 Simplification

As described earlier, performance appraisal within organizations can attempt to fulfill many different purposes. Whilst there has been greater use of input measures, such as competencies (Armstrong and Baron, 1998) and more adoption of personal development, there is still more progress to be made with respect to process simplification.

Effective appraisal systems are inextricably linked to the control over the complexity of the scheme. Strebler (2001) states the 'increasing complexity of some of the systems might be a barrier. Good practice in performance appraisal systems suggests that it should have clear aims and be simple to understand and operate with 'effective use core to all managers' performance goals and be closely allied to a clear and resourced training and development infrastructure' (Strebler, 2001). Strebler also sensibly recommends that designing a system that satisfies users may encourage them to use it effectively.

In addition Coens and Jenkins (2000) thought that de-cluttering performance appraisal could best be achieved by going further still by focusing on final customer outcomes.. They argue that complex performance appraisal systems will often 'confuse rather than enlighten managers and employees

2.5.1.2 Regular and quality discussions

Meetings that are more regular may support following the simplification theme, simpler process and paperwork, although each meeting is often more focused and shorter than using the one meeting per annum model. At a major charity, there are now a minimum of four meetings a year,

with each having a distinct focus. The first is for objective setting, the second for development planning, the third for ongoing coaching and the fourth to review performance and pay. Sillup et al. (2010) discuss that traditionally appraisals are completed once a year and usually include a mid-year discussion, but they argue research has indicated that this is too infrequent because raters face problems with remembering what employees did over the previous months (Campbell et al., 1970, cited in Sillup et al., 2010). Juran (2004, cited in Sillup et al., 2010) found that organizations with monthly or quarterly performance appraisals "outperformed competitors on every financial and productivity measure and got positive feedback from employees about the fairness of the performance appraisal system".

Managers have four conversations with their staff during the year: perform (the appraisal against personal objectives to learn and develop planning); careers (building the potential to take on larger roles); and engagement (where managers ask staff how well the organization knows them and cares about them (helps them to focus and develops their strengths). High performing employees are the kinds of people who receive a lot of attention, and they had regular conversations about their work, especially with their managers. The lack of development conversations is a major source of dissatisfaction, which also correlated with intention to leave. The big conversation gap in relation to development is about career development rather than skills and training for the current job.

2.5.1.3 Committed and capable managers

In order for regular and quality discussions to take place, the commitment and capability of managers needs to be developed and this should be an important consideration in the design and implementation of a performance appraisal practice performance appraisal needs to be 'owned' by line managers (Baron, 2004). Rees and Porter (2004) state that for a scheme to 'have any prospect of success it needs to be owned and driven by line management' (Rees & Porter, 2004,) and senior management commitment has to be maintained (Wolff, 2005). Sill up et al. (2010) state that 'many performance appraisal systems fail because organizations do not direct enough effort into gaining support for the process from those managers who will implement the system Performance measurement as a mechanism of fostering improvement in service delivery still presents many challenges in its implementation, especially in Ethiopolymers P.L.C. A number of causes have been raised such as the lack of real commitment to the Performance appraisal practice by organizational managers, lack of reward for good performance, absence of training, highly bureaucratic, there are administrative problems, such as a lack of sufficient flexibility to

cope with the change and weak management oversight, as well as the absence of management functions, such as planning, direction, coordination and control (Khalil, 2010).

For the appraisals to be effective, the top management must be supportive in providing information, clear performance standards must be set, the appraisals must not be used for any other purpose apart from performance management, and the evaluations must be free from any rating biases (Goff & Longenecker, 1990). According to Armstrong (2001) notes that in performance appraisals, accuracy and fairness in measuring employee performance is very important. Review process can become monotonous which means that managers have to continuously refresh the way in which performance is reviewed to keep it interesting and attractive. This meant that the leadership of managers played an important part in the success of the system.

A study by IRS (2005) on the use of appraisals found a common concern was that if managers are not adequately trained and committed to the appraisal system, the performance review becomes 'just a paperwork exercise'. While this illustrates the need for managers to be committed, it is equally as important for managers to possess the skills needed to conduct effective appraisals. Thornton and Zorich, 1980 (cited in Silip, 2010) also note that to increase employees' awareness about how a performance appraisal system is intended to operate, employees should also receive training. Colville and Millner (2011) state that HR need to do a 'robust training needs analysis prior to implementing performance management' and capability needs to be analyzed in two areas:

1. The skills to manage the process; objective setting, gathering evidence and objective rating.
2. The behavioral skills required to have regular conversations about performance, personal development and career progression. Building the capability of managers seems to be even more important where competencies are used. The most comprehensive competency framework, 'no matter how well designed and appropriate, will not make a bad process good, nor will it compensate for poor training, poor techniques or unskilled users' (Whiddett and Hollyforde, 1999,). Sill up et al. (2010) argue that those who evaluate performance must accept the importance of performance appraisal as an 'organizational objective and integral part of their job, rather than a 'make-work' hassle' According to Robert and John (2013), as one begins to see the appraisal process gets extremely complicated very quickly and remember, anytime a process in an organization is complicated, it costs a lot of money. So why do we even do performance appraisals? What value provided to the organization and to the individual makes the process of

evaluating the performance of our workers so critical? If performance appraisals are done in the correct manner, they can provide us with a series of valuable results. However, done incorrectly, the process of evaluating employee performance can actually lead to lower levels of job satisfaction and productivity. The Leadership and Management challenge has a huge impact on integrating and aligning a management system to deliver a comprehensive performance management system. The commitment and understanding of leadership and management of the requirements for achieving a workable performance system is critical to performance success.

2.5.1.4 Strong leadership

Baron (2004) commented that organizations are winning support from line managers through ensuring there is strong leadership from the top of the organization; involving line managers in the development of performance management processes and including performance management as a criterion in assessing line managers' own performance. It is important for leaders to be fully involved in the performance management process (Karuhanga, 2010) and as Buchner, 2007 states in regard to successful implementation of performance appraisal systems 'success begins with top-down support but requires bottom-up support for it to work' (cited in Silip et al., 2010) and Finn (2007, cited in Wikina, 2008) states that gaining stakeholder commitment is the first step in the foundations for successful performance management. Alongside this, they also identify the 'three E's as crucial to implementation, being Empowering, Enabling and Encouraging behaviors' from senior management. Wikina (2008) adds that senior management needs to show leadership and set the tone for performance management, 'building the right culture based on efficient delivery of service, organized and multidisciplinary teamwork, and effective communication at all levels'.

2.5.1.5 Align with organizational goals

Senior leaders should also play a role in ensuring performance appraisals aligns corporate strategy and objectives to individuals, so that employees know how, what they do fits with the organization's overall strategy. This is known as the 'golden thread' of performance management (IDeA, 2004). Stiffler (2006, cited in Wikina, 2008) recommends that a 'unified approach to performance management' is achieved through aligning the objectives, resources and activities of the organization to the goals and opportunities of individuals within the organization (Karuhanga, 2010). Wikina (2008) found that the need to align performance appraisal and goals with organizational strategy is causing organizations to examine the performance management structures they have in place and devise ways to make them more effective and outcome-based.

Cascio (1991, cited in Sillup et al, 2010) states that a performance appraisal system should ‘help managers groom their employees to accomplish objectives that will help the corporation gain competitive advantage’ and Borman (1991, cited in Sillup, 2010) equally argues that an effective performance appraisal requires relevance through which there are clear links between the tasks for a job and organizational objectives. Murphy (2004) criticizes that organizational goals for performance appraisal systems are not considered carefully enough and this results in systems attempting to achieve too much. Moreover, Murphy and Cleveland (1995) make the point that the organizational goals for the appraisal system need to be compatible with what the appraiser and appraisee want to get out of it. If not, they will not use it effectively. The implication here is that many of the organizational purposes of appraisal are not of great value to the manager or the employee, so their compliance will at best be half-hearted and they may well consciously distort the process to achieve their own desired ends.

Alongside the importance of aligning employee’s efforts with company objectives is the need to clearly communicate the organization's expectation of its employees. The Corporate Leadership Council (2002) concluded that employee understanding of performance standards and objectives is more influential than specific features of the performance management system itself in driving performance. Employees require clarity around expectations of them in terms of standards of performance and behavior and they need consistency in the application of processes. that at an individual level appraisal systems are the ‘ideal way of clarifying objectives’ and that appraisals provide the opportunity for managers to check that employees understand what is expected of them (Acas, 2005,). Finn (2007, cited in Wikina, 2008) also states that in designing a performance appraisal system, expectations for employees need to be stated with clear, measurable performance goals.

2.6. Integration with the organizational culture

Organizational culture has been defined as patterns of shared values and beliefs over time which produces behavioral norms that are adopted in solving problems (Owens 1987; Schein, 1990). The organization’s internal environment is represented by its culture and is construed by the assumptions and beliefs of the managers and employees (Aycaan et al., 1999). Organizational Culture manifested in beliefs and assumptions, values, attitudes and behaviors of its members is a valuable source of firm’s competitive advantage (Hall, 1993; Peteraf,1993) since it shapes organizational procedures, unifies organizational capabilities into a cohesive whole, provides

solutions to the problems faced by the organization, and, thereby, hindering or facilitating the organization's achievement of its goals (Yilmaz, 2008).

A further key to the success of embedding effective performance appraisal appears to be its integration into the culture of the organization; building a culture of continuous performance appraisal. In the 1980s a number of organizations moved towards a more reward based performance assessment to shift the culture to one with more of a performance orientation. Generating a more performance oriented culture was a key feature of the interest in early individual performance-related pay schemes (Kessler, 2000). Other organizations aim for a greater customer focus and signal their approbation of customer-friendly behaviors through competence or contribution-based pay (Brown and Armstrong, 1999). De Waal (2003) found that an organizational culture focused on using the performance management process to improve the business is a key behavioral factor in the effective implementation of PA processes.

The four dimension of organizational culture in Denison's framework are as follows:

2.6.1 Involvement:

Effective organizations empower their people, build their organizations around teams, and develop human capability at all levels (Lawler, 1996). Executives, managers, and employees are committed to their work and feel that they own a piece of the organization. People at all levels feel that they have at least some input into decisions that will affect their work and that their work is directly connected to the goals of the organization.

2.6.2 Consistency:

Organizations also tend to be effective because they have "strong" cultures that are highly consistent, well-coordinated, and well integrated. Behavior is rooted in a set of core values, and leaders and followers are skilled at reaching agreement even when there are diverse points of view (Block, 1991). This type of consistency is a powerful source of stability and internal integration that results from a common mindset and a high degree of conformity.

2.6.3 Adaptability

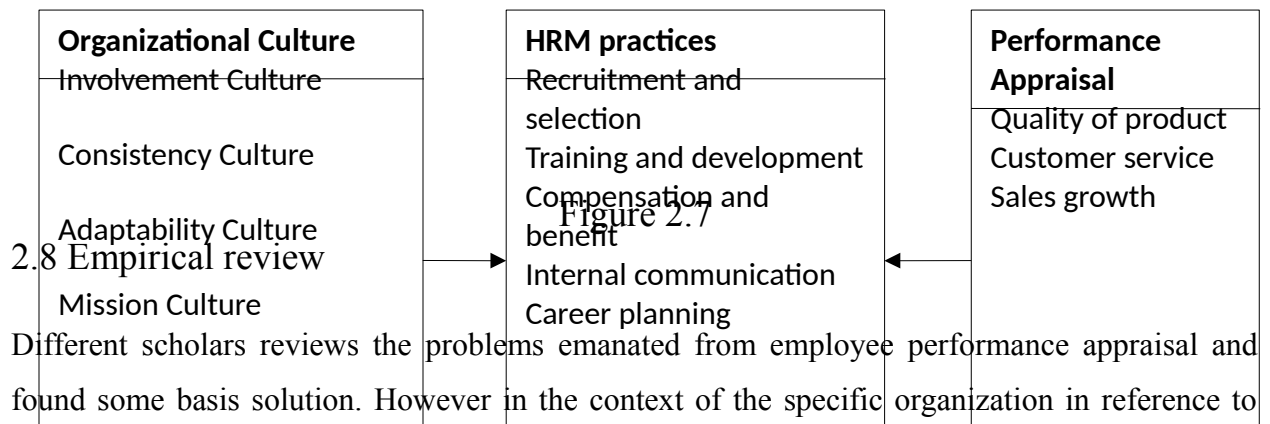
Ironically, organizations that are well integrated are often the most difficult ones to change. Internal integration and external adaptation can often be at odds. Adaptable organizations are driven by their customers, take risks and learn from their mistakes, and have capability and experience at creating change (Nadler, 1998). They are continuously changing the system so that they are improving the organizations' collective abilities to provide value for their customers (Stalk, 1988).

2.6.4 Mission

Successful organizations have a clear sense of purpose and direction that defines organizational goals and strategic objectives and expresses a vision of how the organization will look in the future (Ohmae, 1982; Hamel & Prahalad, 1994). When an organization is undergoing mission changes, changes also occur in other aspects of the organization's culture

2.7 conceptual frameworks

Conceptual framework of the study mainly focuses on the difficulty, which hinders the effectiveness of the employee performance appraisal. For the employee performance appraisal effectiveness the integration of organizational culture and HRM practices with employee performance appraisal should be clearly showed. The organizational culture which is used as an input for the performance appraisal to be implemented fruitfully and brings effective employee performance output like quality of product, better customer service and sales growth with profit



2.8 Empirical review
 Different scholars reviews the problems emanated from employee performance appraisal and found some basis solution. However in the context of the specific organization in reference to Ethiopolymers P.L.C.it is difficult to drop the theoretical part to implementation.

Starting from the foundation, every organization has their own culture which is built by employees in the long time. that is why different organization using same strategy can vary by profit from one another due to the strong cultural difference, that could be directly related with performance of employees. Unless there is no strong organizational culture which binds employees together to work for one objective, different tools like performance appraisal may fail to motivate and bring employees towards the right direction. Therefore, the association of organizational culture with employees' work performance should not be perceived as useless. For this research Denison's four culture dimension was used in which each of them have different variable. Apart from these HRM office is responsible to forecast the capability employees to align it with organization objective. Therefore the research focus on the illustration of the

practical linkage of the following five variables employee performance appraisal, organizational culture, reward and recognition, HRM practice and performance appraisal with support of correlational hypothesis test .

CHAPTER THREE RESEARCH DESIGN AND METHODOLOGY

In this chapter, the practical methods used in order to answer the research questions and hypotheses to meet the objectives of this research are presented. The research design and approach, and the methodological procedures to be followed are presented here which include, sources of data, methods of data collection, and method of data processing and analysis.

3.1. Research Design and Approach

In terms of the data to be used in this study, the research approach for this study is quantitative methods in which elements of quantitative data sets was used. Among the possible design of mixed methods research, qualitative and quantitative was used. It is also possible to specify the design of this study in terms of the purpose it entails to serve. Accordingly, descriptive research design and correlation design were used here to provide important information regarding the research questions and to find the practical problems associated with a assessment of performance appraisal practice at Ethiopolymers and the researcher attempted to determine the relationship between the variables of hypotheses aforementioned in the research.

3.2 Population and sampling techniques

The study population (N=140) was comprised of all employees and managers.

Simple random sampling was used for employees such as senior operators, operators and assistant operators in which they selected with equal probability. Purposive sampling method was used for middle managers specifically for division heads, supervisors and quality controllers. Additionally, semi structured interview was conducted with Human Resource Department managers in order to obtain data related to employee's performance appraisal practice.

The researcher gave awareness for the participants to clarify the purpose of the questionnaires and to create clear understanding for each statement so as to get be genuine and real response and prompt to be a valuable input for the quality and successful completion of the thesis. Therefore researcher assured that their response would be kept anonymous and used only for research purpose in which there was no need of writing their name and were allowed to freely withdraw from the research without any obligation. The close ended questionnaires were answered with putting (√) mark in the appropriate box., For lower level employees such as assistant operators, operators and senior operators the designed questionnaires was translated to Amharic language for ethical clearance

3.3 Sources of Data

In this study, both primary and secondary sources of information were used. The primary sources used include data gathered through questionnaire and semi structured interview conducted with the HRM manager of Ethiopolymers.

Questionnaire: was used to collect primary data from employees and managers.

Interview: semi structured interview was used to collect primary data from the HRM specifically HR manager. Five Semi structured questions were prepared to conduct interview for HRM manager where all the interview response were recorded.

The secondary sources are gathered from published literatures and from unpublished source such management minutes and Annual Performance appraisal that were analyzed as data in their own right.

3.4 Data Collection Instruments and Analysis

Questionnaire designed on a 5-point Likert scales range from strongly disagree to strongly agree, was used to collect data from the employees working in different departments of the organization. Questionnaire was divided in four parts: the first part contains demographic information of respondents such as gender, age, marital status and work experience. The second part comprised data regarding the level of feedback mechanisms at all levels where the third

dictated the reward/recognition linkage with performance appraisal. The extent at which HRM office practices employee performance appraisal is the fourth part and lastly hypothesis was incorporated to taste the correlation between organizational culture and employee work performance. Questionnaire was distributed among 105 targeted respondents to get the data required for conducting the analysis.

Descriptive statistics such as frequency distribution to see the frequency of values observed or their percentages. Measures of central tendency (mean) and dispersion (standard deviation) were used to answer research questions. But for combined measure of the four culture of dimension proposed by Denison's model, the correlation with employee performance was tasted. Scores of all dimension was averaged in one main construct for both Organizational Culture and Performance of employees. The Pearson correlation was used to reflect the degree of linear relationship between two variables and determines the strength of the linear relationship between the variables.

3.5 Research validity and reliability

The researcher can say that the questionnaires consist of all the required variables for the validity and reliability of the research result and was distributed to 105 employees. All the respondents get awareness about the questionnaire for further clarification and some of them were amended during the pretesting. The reliability test was conducted using Cranach's alpha in order to determine the internal consistency of the variables, indicating the coefficient value which was 0.855 implying that the scale used was reliable. In addition to these, questionnaires were translated to Amharic by the two professional linguistic experts who legally translate English language to Amharic in order to make respondents comfortable in understanding the essence of the questionnaire. But to ensure the accuracy of the translation, the Amharic version was translated from original English version and the difference was insignificant which both was same. On the other hand face to face with semi structured interview was conducted with the human resource manager of the organization understudy. In order to increase the validity of the information obtained, semi structured interview were made to have clear information and to triangulate the data gathered through questionnaire for contribution to a better understanding of research findings.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

In this chapter data collected through questionnaire and semi structured interview conducted will be presented analyzed and interpreted in a brief and organized way.

4.1 Findings on General information

In this section, the general background of the respondents of the study is summarized by focusing on gender, age group, educational status and years of service.

Table 4.1 Respondents demographic characteristics. Source: by the researcher analysis

NO	Items	option	Respondent		
			frequency	percent	Valid Percent
1	Sex	Male	83	80.6	83.0
		Female	17	16.5	17.0
		Total	100	97.1	100.0
2	Age	18-25	26	25.2	26.0
		26-35	46	44.7	46.0
		36-45	17	16.5	17.0
		46 and above	11	10.7	11.0
		Total	100	97.1	100.0
3	Level of education	10+2	38	36.9	38.0
		10+3	14	13.6	14.0
		Diploma	9	8.7	9.0
		First degree	22	21.4	22.0
		Masters and above	2	1.9	2.0
		other	15	14.6	15.0
		Total	100	97.1	100.0
4	Work Experience	0-2	19	18.4	19.0
		3-5	39	37.9	39.0

		6-9	17	16.5	17.0
		Above 9	25	24.3	25.0
		Total	100	97.1	100.0

Among the total respondents, the sample size comprises of 83% males and 17 % females, which is evidence that the representation of the male is higher than the female counterpart by 66%. Most of the employees are working on the machines with two shifts as assistant operator, operators and senior operators, among these no female employee is working on the machines. However, there are a few female employees who are working as the department manager.

According to the age category of item two, the greater percentage of the respondents fall within the age between 26 – 35 years with (46%). Most of the employees in these range are those who have been working from the foundation of the organization and so far well experienced. In the second rank the age between 18 – 25 years covers 26%; where age within the category of 36-45 are 17% and the least age category is respondents within the age bracket of 46 years and above which are 11%. It is therefore evidence that the respondents could be considered as appropriate because the majority fall within the age bracket that are agile and active and drives productivity of the company.

Concerning marital status of the respondents, most of them were single with 54% where 39% of them are un married. There are three respondents who got divorced and the statuses of the remaining four respondents were not known. According to the data, one can analyze the performance of those who are already married with those who are single. But mostly those who get married are assumed as they are stable in life and can overcome challenges without hiding themselves from taking accountability. so the company is advantageous if properly manage all these.

The respondents could be classified as relatively experienced because 24.27% have worked above 9 years which could be as a result of age of the institution which lasts for the past 18 years and 37.86% have worked between 2-5 years which may be due to employee turnover for the lack of satisfaction and poor management of human resource practice. on the other hand the second most important experience which is between 5-8 years counts only 16.5% which indicates turnover of employees at this experience range is high. From the chart, 46% of employees are at the age range of 26-35, which are age that is more productive.

Based on the data collected through questionnaire, the 21.36% respondents 21.36% which is mostly between the ages of 26-35 hold the first degree and if handled appropriately can be used as age competitive advantage over the competitors. Otherwise the expected productivity could be below the expectation of the company.

The respondents which accomplished 10+2 and 10+3 are at the age between 18-25 which are 36.89% and 13.59% respectively which needs more training to properly practice performance appraisal so as to build their personal development and to easily understand the business objective of the company

Again most of the employees who have first degree level are at the age range of 26-35 with work experience of 5-8 years supports the fact presented in figure 4.5. Therefore properly managing these work forces, the company is expected to get the maximum efficiency of their performance. Their educational back ground and the position they are given should be directly related. On the other hand among employees with age between 26-35 and age between 18-25, 18 and 12 of them completed 10+2 and 10+3 respectively which indicates the company is not motivating them to develop themselves.

4.2. Employee Performance Appraisal Practice:

4.2.1 The extent the employees at all levels are satisfied with their supervisors feedback mechanisms

Table 4.2.1 respondent's perception towards the supervisor's level of feedback mechanisms

No	Items	SD		D		NAD		A		SA		Mean	STD
		F	%	F	%	F	%	F	%	F	%		
1	The performance criteria and real performance of employees	9	8.7	23	22.3	17	16.5	38	36.9	13	12.6	3.23	1.23
2	Understanding of the appraisal criteria	4	3.9	13	12.6	13	12.6	45	43.7	25	24.	3.74	1.07
3	Result of evaluating the supervisor by subordinate	10	9.7	7	6.8	13	12.6	52	50.5	18	17.5	3.61	1.10
4	Consistent basis for measuring performance against individual contribution to business objectives	10	9.7	40	38.8	18	17.5	28	27.2	4	3.9	2.76	1.09
5	Necessity of performance	4	3.9	4	3.9	2	1.9	48	46.6	42	40.8	4.2	0.90

	appraisal												
6	Giving undivided attention and adequate time for a discussion of the appraisal review	22	21.4	39	37.9	23	22.3	14	13.6	2	1.9	2.35	1.03
7	A subordinate socializes to interject ideas in an appraisal review to explain and defend point of view.	16	15.5	39	37.9	26	25.2	16	15.5	3	2.9	2.51	1.09
8	Evaluators influence to entire rating period vs. recent incidents	11	10.7	21	20.4	18	17.5	40	38.8	10	9.7	3.17	1.19
9	Judgments by supervisor according to the behavior of the specific group which some one belongs	16	15.5	38	36.9	20	19.4	21	20.4	5	4.9	3.38	1.21
10	Recording performance employees and giving them positive feedback on the daily actual performance against their plan	16	15.5	38	36.9	20	19.4	21	20.4	21	20.4	2.61	1.13
11	The current performance appraisal system is identifying the good performers from the non-performers.	26	25.2	32	31.1	17	16.5	17	16.5	8	7.8	2.49	1.26
12	The performance criteria/instruments/ clear definition objectivity	16	15.5	42	40.8	20	19.4	19	18.4	3	2.9	2.51	1.06

Source: by the researcher

SD = Strongly Disagree, D = Disagree, NAD = neither Agree or Disagree, A = Agree, SA = Strongly Agree

From the above table of item no.1 most of the employees 36.89% agreed with the question that indicates their complaint against the list of points established in the performance criteria form. However, 22.3% point out disagreement as criteria listed accurately measure their real performance and 16.50% is undecided response. Generally the mean of response 3.23 shows more than half of the respondent accept that most of the points listed as a criteria should be improved and include other unnoticed dimensions so that there would be more evidence based facts to measure the performance of employees for their contribution to the business.

Concerning the question on the understanding of the performance appraisal, It is obvious to say that 67.7% of the respondent have developed clear understanding of the appraisal criteria and

naturalized it. But still it seems that additional training for all of them is not created since the remaining 17 % employees have no clear understanding.

Looking at the table on item no. three, 360-degree performance appraisal is one of the most important method where employees are evaluated by subordinate, customer and partner which will decrease the bias observed during measurement. Based on this 68 % responds they would agree and the remaining responds with the least number 16.5% as they disagree to be evaluated by their peer or subordinate Therefore as most employees agreed subordinates ratings can assist management in identifying individuals who are promotable because of their skills in managing people (Latham & Wexley, 1943).

According to the respondent response for question on the item four 31.1% of the respondents agree and 48.5% them disagree on the fair consistence basis to measure individual performance and contribution against business. From above two data there is also inconsistency of employee perception that the practice is not uniform at all levels in one company

Necessity of performance appraisal get acceptance by the respondents of 86.6% that implies they need to practice performance appraisal. Because their skill gap is identified and improved to offered self-development opportunity. Apart from this, the remaining employees 8 of them may reject the necessity of performance appraisal due to perception against current implementation of bad practice. However still the employees have positive attitude that the company can be benefited if it is practiced properly

This analysis of item 6 shows that 59.3% don't get full attention from their supervisors and this supports the evidence that there had not established culture of offering feedback by supervisors for the employees at all levels with full attention for planned period of time. Apart from this 15.5% illustrate the inconsistent feedback offering at all levels. It seems supervisor is only responsible for rating them and delivering the result to the HRM office. But According to Susan, (1995), performance evaluation system is fair if: 1) It provides adequate notice; 2) fair hearing which requires a formal review of meeting in which an employee is informed of a tentative assessment of his/her performance and employees are permitted to challenge the assessment

Based on this question on item 8 most of the respondent 53.4% disagreed where 18.4% of respondent agreed which implies there is no open discussion between the subordinate and supervisor so that the subordinate couldn't defend for his strength and fails to get his

performance gap. Unless the supervisor has outstanding on offering immediate feedback, the subordinates are unable to admit their weakness and improve their daily performance.

Regarding item no.9 from the table, the percent of respondents who believe that their supervisor couldn't offer high or low performance rate depending on the current information is 48.5 %. But 31.4% would believe their supervisors easily influenced by current situation where as 17.48% have said nothing which could be the employees are not evaluated by their supervisors. Unless the supervisors are trusted and naturalized the objective of the performance appraisal, the employees at all levels may not seen equally and fairly treated which creates disruption like psychological withdrawal, un equity, burning out which reduces the power of synergy and develops the individualism at working area. To avoid this recency error, raters should conduct frequent appraisals to remember what employees did over the previous months (Campbell et al., 1970, cited in Sillup et al., 2010)

According to the respondent to item on number nine 54 of them observed that they are not judged for any group they belong which shows that employees have trust on their supervisors but 26 of respondent have an attitude that their supervisor wrongly judge them on the basis of the group they belong. Most of the supervisors have built trust on employees that employee perceived as they are treated equally which helps them in developing team work (Goff & Longenecker, 1990).

Observing the item number 10 in the above table shows the mean 2.61 is showing that most of respondents 54 in number have negative perception and they are not taking positive feedback from their supervisors about their daily performance. However 42 of them get positive daily feedback from their supervisor. According to the data, feedback is not uniformly given at all levels and direction. The supervisors are expected to have better skill and experience than the subordinator to solve the un anticipated troubleshooting during the work process. But these would be practical only if he is closely working with them Edwards and Sproull (1988).

Based on the above data 58/mean 2.49/ respondents respond that performance appraisal practiced in the company is not serving for differentiating employees who perform good from those poor performer. In addition to recording their performance, it is not announced officially in the company and recognition is not given for the good performer. Due to this employees develop perception to reflect negative attitude towards the performance appraisal. However 25 of them

have positive attitude in making agreement saying the practice distinguishes good performer from poor performer at the level of record. Therefore, there is a record of employees at some department despite the practice is too weak at all level.

Among the total respondents at all level of management, 58 of them give clue as there is difficulty with criteria listed to measure the employee performance. Some of the listed criteria's are not measured, specific and easy to understand. The mean value of 2.51 that is above the average declares the performance criteria instrument for some employees are clear to easily comprehend. Clarification on each criteria frame was not given for all employees at all levels

4.2.2 The extent to which the reward/recognition/ is linked with employee performance appraisal

SD = Strongly Disagree, D = Disagree, NAD = neither Agree or Disagree, A = Agree, SA = Strongly Agree

Table 4.2.2 respondent's perception on reward and recognition linkage with Performance appraisal

No	Items	SD		D		NAD		A		SA		Mean	ST D
		F	%	F	%	F	%	F	%	F	%		
1	Salary increment, reward and recognition against performance appraisal results.	21	20.4	39	37.9	13	12.6	22	21.4	5	4.9	2.5	1.2
2	Adequate use of recognition and rewards beyond monetary values	30	29.1	49	47.6	12	11.7	6	5.8	3	2.9	2.0	0.9
3	pay and promotion decisions against motivating improve	22	21.4	42	40.8	18	17.5	14	13.6	4	3.9	2.4	1.1
4	Performance appraisal practice and receiving a	3	2.9	19	18.4	14	13.6	45	43.7	19	18.4	2.9	1.5

	certain payment												
5	Compensation package and its linkage with employee performance appraisal	24	23.3	22	21.4	10	9.7	25	24.3	19	18.4	3.6	1.1

According to item no.1, the mean of the response from the respondent is 2.51, which is above the average in which 60 of them disagree. But 27 number of respondent had perception that they have got salary increment and this would imply that due to aggregate performance of employees for they are contributing to the profitability of the business within the year, there would be increment of salary. On the other hand, 34 numbers of employees disagreed on the increment because the real practice of the organization on the salary scale/ payment/is not based on individual performance appraisal.

The other question that was forwarded to respondents was the opinion regarding adequate use of recognition and rewards beyond monetary value and 79 of them disagreed where 9 respondents have agreed as they got recognition and rewards. The total mean of respondent is 2.03 which indicates that for every performance employees achieved, there were no reward and recognition offered. This implies focus of the company is outcome oriented rather than the means and this could build obstacle to self-development of employees. All employees need is not only monetary value but also acknowledgment through non-monetary rewards which is the basic employee motivator. Therefore unless they are motivated and satisfied with reward system they could not reflect their potential to improve and work better (Bannister & Balkin, 1990).

The mean value of this respondent’s response is 2.6 illustrating as out of 100, most respondents 64% disagreed with the performance result or after the appraisal is reviewed and finalized it is simply documented at HRM office without any decision which eventually triggers off both the rater and rates. Through observational analysis, the researcher of this study recognized that the company's sales volume and profit is becoming increasing each year through the involvement of every employee, despite they have complain on the management regarding performance appraisal. If the organization is still achieving its goal, with dissatisfied employee which is 64%, the company will be more beneficial if the payment system is practiced on the basis of performance appraisal result. Malcolm and Jackson (2002)

From the table 3 of item five the expected response was on the basis of real practice at Ethiopolymers which 22 of the respondent reject the importance of payment against performance method saying it is not the most effective method for the productivity of the business and 14 of them think differently which may be due to lack of exposure to the appraisal practice. However 64 of the respondent think both the company and they can be benefited if performance based payment practice is implemented and they could fully involved in the work. Compensation practices are often essential in attracting and retaining those employees who are core to the business (Cheng and Brown, 1998; Nankervis, 1995)

The last question on this category focuses on the level of agreement of respondents regarding the existing reality of compensation status in the company, and the respondents reveals that 64% of the respondent have positive perception from compensation delivered to all employees on the basis of team based performance. Moreover, 22% of them disagreed about the linkage which reflects the existing reality. As business strategy the organization has to decide whether to practice compensation system on the basis of individual performance to attract individualistic or as team work to more increase synergy Noe et al state (2003).

4.2.3 The extent to which the office of HRM exercises performance appraisal

Table 4.2.3

SD = Strongly Disagree, D = Disagree, NAD = neither Agree or Disagree, A = Agree, SA = Strongly Agree

No	Items	SD		D		NAD		A		SA		Me an	ST D
		F	%	F	%	F	%	F	%	F	%		
1	Extent of recruitment, process by HRM and performance appraisal result.	26	25.2	34	33.0	14	13.6	17	16.5	9	8.7	2.49	1.29
2	The training performance gap and performance appraisal practice	30	29.1	34	33.0	15	14.6	17	16.5	4	3.9	2.31	1.18
3	Extent of HRM practice to conduct cost-benefit	36	35.0	45	43.7	10	9.7	6	5.8	3	2.9	1.95	0.98

	analysis of training												
4	The extent of performance appraisal practice by HRM for making decisions like job rotation, training, and compensation.	16	15.5	41	39.8	21	20.4	18	17.5	4	3.9	2.53	1.08
5	The extent HRM uses feedback to know the effectiveness of training imparted.	20	19.4	34	33.0	27	26.2	17	16.5	2	1.9	2.47	1.05
6	HRM uses Performance appraisal review in identifying my personal development opportunities	15	14.6	43	41.7	21	20.4	17	16.5	4	3.9	2.52	1.06

Source: by the researcher

On the first question, respondents were asked about the extent HRM practice recruitment process. The competent employees with the required qualification would be selected and told about the employee benefit including the career development during his/her stay to let him get promotion. However the analysis show that 50.% were not told about these career development which reveals the recruited employees are immediately encounter into the task they are assigned for without getting induction training and having no futurity about the career development which is serious problem than getting salary benefit (Milkovich and Boudreau, 1997).

The next question, which was forwarded to respondents, was about the training performance gap and performance appraisal practice. According to the respondent response 62.1% of them didn't take training on the basis of performance gap or training has not given at all levels .Training is required to narrow the gap between the current performance and the standard desired performance. So that the supervisors and the subordinates review the appraisal for the entire period and the weakness and the strength of employees are identified to initiate the training need. Employees are well equipped if they get training which is directly related with their weakness so as to be effective and efficient in achieving the organization objective. (Kathiravan, (Devadason and Zakkeer 2006).on the other hand 20.4% of respondent have a perception that they have

taken training to improve their skill gap which implies that HRM office couldn't cover the training programme for all employees at all levels.

Respondents of the study were also asked about their level of agreement on item no.3. The percent of respondent 78.7% clearly indicates the training was not analyzed from different dimension. This means the training program was not reviewed by HRM and could be initiated and planned without taking cost-benefit analysis. However there are departments who try to perform cost-benefit analysis for the training conducted for whom they were initiator, and 8.74% data may comprise them. However, if properly implemented training can improve operating efficiency, increase innovation, and increase overall organizational performance benefits (Dyer & Reeves, 1995).

The fourth item was about the extent of performance appraisal practice by HRM for making decisions like job rotation, training, and compensation. 21.36% of the respondents are agreed that HRM office used the performance appraisals as a tool for the decisions. But 55.34% of them do not accept it and 20.39 remain left with undecided response. Analysis indicates that there are two kinds of respondents i.e. those who do not have the promotion, training and opportunity of working at different section since the establishment of the company. On the other hand, some of the employees have been experienced with their self-effort.

Regarding the extent HRM uses feedback to know the effectiveness of training imparted, the research forwarded a question to see the respondent's level of agreement for training effectiveness for which it should be well evaluated by HRM. For this matter, before the training started, feedback is collected from the participants to know the level of their understanding to determine its scope. At the end of the training immediate feedback is gathered to comprehend the participant's level of satisfaction. On the other hand, performance of employees on job also could be evaluated ensured whether the gap already identified is improved. Based on this, 52.4% of the respondent has built the perception that no feedback system is established. But the other respondent 18.44% agreed as there is already established feedback system. These imply the feedback system already established is addressed and known to the limited number of employees.

The final question forwarded to the respondent is the extent the HRM office implement Performance appraisal review for identifying employee's personal development opportunities.

From 100 respondents 58 of them say the HRM office hasn't built/create/ driving force for the employee to build themselves in skills, knowledge and experience so that there would be no opportunity of personal development which is formally practiced by HRM office. But the mean of the respondent 2.52 which is average and 21 number of respondent indicates some of the employees also get personal development. These are employees who have lasted for a long time with company and get development with self-effort only. 21 of the participant indicate undecided response, which can be new employees. However, personal development opportunity is one of the most important human resource practices (Boswell and Boudreau 2002). Furthermore, (Carrol & Scheider, 1982) stated performance appraisal as the “the process of identifying, observing, measuring, and developing human performance in organization”

4.2.4 The research null hypothesis

H1a: Four dimension organizational cultures have no similar association with employee's perception of PA fairness.

H2a: HRM practice has no relationship with employee perception of PA fairness

H3a: Employee perception of PA fairness is not related with Reward and recognition.

Ha4: Employee perception of PA fairness and their work performance are indifferent.

Regarding the first hypothesis, one of the research objectives is to find the type of correlation between organizational culture and employee perception of PA fairness. The Pearson correlation method is applied to determine the correlation between these two different groups. Based on these there are four dimension of culture as group 1 which are involvement, mission, adaptability and consistency. Each of the four dimensions has variable indicators. Under adaptability, there are four variables, which describe the culture of adaptability in the organization. In the same way, there are two variables under consistency and three variables under mission as well as three variables under involvement. . Based on these the null hypothesis says that organizational culture has no correlation with employee's perception of PA fairness. But since the statistical analysis, the p-value/significance level /is below the cut-off value 0.01, the null hypothesis is rejected and alternative hypothesis is accepted Therefore there is moderate and positive correlation between the organizational culture and employee's perception of PA fairness thus conforming hypothesis H1 accepted.

As it is observed from the table the four dimension of culture are positively and strongly correlated with performance of employees with the value of 0.603. On the other hand, all four dimension of culture also positively and moderately correlate to each other. Culture of involvement, consistency, mission and adaptability in the company are moderately and positively correlated with performance of employees with the value of **0.594**, **0.372**, **0.498** and **0.426** respectively.

H1a: The correlation analysis between employee perception of PA fairness and the Four dimension of culture

Culture		Adaptability	consistency	involvement	mission	Employee perception of PA fairness
Adaptability	Pearson correlation	1	.388*	.467*	.543*	.426**
	Significance	-	.000	.000	.000	.000
consistency	Pearson correlation	.388*	1	.358*	.492*	.372**
	Significance	.000	-	.000	.000	.000

						3	
invo lve men t	Pears on correl ation	. 467* *	. 358* *	1	. 3 4 4 . .		.594**
	Signi fican ce	.000	.000	-	. 0 0 0		.000
mis sion	Pears on correl ation	. 543* *	. 292* *	. 344* *	1		.498**
	Signi fican ce	.000	0.00 3	.000	-		.000
Emp loye e perc epti on PA fairn ess	Pears on correl ation	. 426* *	. 372* *	. 594* *	. 4 9 8 . .		1
	Signi fican ce	.000	.000	.000	. 0 0 0		
Fou r dim ensi on of cult ure	Pears on correl ation	-	-	-	-		.603**
	Signi fican ce	--	-	-			.000
N							

Table 5

Source: by the researcher

Correlation result among four variables	Reward and recognition	Employee perception of PA fairness	HRM practice	perception of employee work performance
Employee perception of PA fairness Pearson Correlation Sig. (2-tailed) N	.446** .000 100	1 100	.463** .000 100	.483** .000 100
perception of employee work performance Pearson Correlation Sig. (2-tailed) N	.284** .004 100	.483** .000 100	.265** .008 100	1 100
HRM practice Pearson Correlation. Sig. (2-tailed) N	.545** .000 100	.463** 0.000 100	1 100	.265** .008 100
Reward and recognition Pearson Correlation Sig. (2-tailed) N	1 100	.446** .000 100	.545** .000 100	.284** .004 100

** . Correlation is significant at the 0.005 or 0.01 level (2-tailed).

Table 6 source: by researcher

For the second hypothesis as it is indicated in the table above there is linear positive correlation of employee perception of PA fairness with employee work performance which implies that the null hypothesis is rejected where as the alternative hypothesis is accepted. Pearson's r value which measures the strength of the linear relationship between these variables shows 0.483 and level correlation significant less than 0.001.

Concerning third hypothesis, correlation analysis between employee perception of PA fairness and HRM practice

This hypothesis also indicates positive linear correlation. Performance appraisal is one of the HRM practice implemented by HRM of the organization. However if it is not linked with the other practices such as training, promotion, employee development, reward and compensation, it would not successfully respond to its purpose to achieve the company goals. The table above supports the aforementioned truth in illustrating the positive correlation with the value of $r=0.463$ and the level of significance is below the cut-off value 0.001 which rejects the null hypothesis and the alternative hypothesis is accepted.

The last hypothesis is Employee perception of PA fairness is not related with reward and recognition and the result illustrates the linear relationship between employee perception PA fairness and reward/recognition with the correlation r -value of .446. The significance level is below cut-off value 0.001. Therefore the null hypothesis is doesn't supported where the alternative hypothesis has get acceptance.

CHAPTER FIVE

5. Summary, Conclusions Limitation and Recommendations

This chapter provides the summary of the findings of the study, conclusions drawn from findings and recommendations based on the findings. The area for further research was also suggested in this chapter.

5.1 Summary of the findings

From the objective of research that is drawn from the research, question summarizing of the findings can be presented as follows

The research finding reveals that some of the criteria listed in the form are beyond the employees understanding and list of standard criteria which can accurately measure the performance of employees was not included.

The research also found that the employees at all levels did not get the training on each point of the performance appraisal criteria listed. Due to this lack of knowledge, the supervisors face difficulty to have quality discussion with the subordinate on each point of listed criteria. According to semi structured interview conducted with HRM manager basic training on the performance appraisal criteria was given for the evaluators before four years ago in which some of employees left the company and others had forgot it where the remaining are not trained

The research also found some basic information from the interview held with HRM manager. From lower level of employee to top level, there is no formal and open feedback mechanism between the company manager and the functional managers. There is lack of giving feedback openly, which inhibits to improve the weakness of functional managers and the organizational learning. However how much there is poor practice, still the employees have expectation from the management to improve the existing gap. Therefore the purpose of employee performance appraisal is not well communicated throughout the company. The perception of employees towards the system mostly reflected and linked designed with monetary value. However, the main objective was to identify the performance gap through faire and accurate practice.

The trend of giving immediate feedback and recording of subordinator's daily performance is poor. Therefore the supervisor couldn't memorize all employees weaknesses and strengths to practically rate them.

All the supervisors across different departments have no equal understanding of the performance appraisal objective, and they don't treat their subordinate equally due to this all supervisors are not trusted equally at all levels and the subordinates fails to accept feedback.

The managers are expected to transfer better skill and experience to their subordinator in solving the un anticipated troubleshooting and some difficulties which is related with work, However since formal meeting and discussion is not held for this purpose, feedback mechanism not working consistently at all levels.

The non monetary value can sharpen the attitude of subordinator to better do and come with improvement. On the basis of this, the management lack formal and informal way of appreciating the employees even when there is overall company profit growth. not only the management who didn't offer reward/or recognition but also the supervisors also didn't praise employees who have achieved better performance.

The research reveals that there is an increment of salary based on the team performance of employees, following this there is positive attitude with the employee regarding the compensation practice but the company has not still select team or individual based compensation practice to enhance implementation of business strategy

The research finding supported with interview which was held with HRM manager capture that most of the employees have get promotion opportunity like section head, division head managers as well as the senior operators and operators. But the frequency or the gap of period the employee get promoted lasted for un planned year due lack of HRM poor performance to develop employees based on performance appraisal result.

Performance appraisal is one of the practices of HRM that serves the management as an instrument to equip employees with the required skill, knowledge and experience so that the organization can have competitive advantage over its competitor.

Regarding these HRM offices plays great role to forecast and work on employee's career development through continuous assessment of employee performance appraisal.

The finding of research discloses that there is no record of induction training held for the new employees. So that there could no clear responsibility, authority and accountability of employees

addressed from management to evaluate the new recruited employee. But there would be informal way of discussion about the new employees with HRM about the promotion, demotion and career development which is not practically implemented on the basis of performance appraisal practice

As it was indicated in the data analysis section, the primary need for training to be conducted depends on the employee performance gap that is discovered in the given period through performance appraisal practice. Some of the training given was limited to the middle and top management where the lower employee was completely forgotten.

The semi structured interview made with HRM manager exemplify that there have been no training conducted for lower level employees. But some of the training need identified by some departments on the basis of performance appraisal gap was failed since training is considered as a cost rather than profit. Mostly it is scheduled following the slack time when there is shortage of material, and such kind of improper planning comes from lack of commitment and strategically thinking to win the existing trouble through only the employee development with the support of performance appraisal and effective training.

To evaluate and prepare the depth of training, some questions will be designed and distributed for the trainee to understand their awareness about the training to be conducted. This helps the trainer to what extent the content of training document should be prepared on the other hand the level of trainees satisfaction from the lesson given is assessed for the next time improvement. However, the most important feedback required is during the implementation when the trainees come back to their job where their achievement before and after training is going to be measured with true indicators. So that the HRM office would do the cost -benefit analysis to take the right decision about effectiveness of training. Regarding these all mentioned above, the research found that Ethiopolymers p.l.c .had made no progress on training feedback which is one of HRM practice despite there is already established system.

Though Personal development is one of the most important human resource practices, it was not supported by performance appraisal since employee's performance gap is not identified by HRM.

5.2 Conclusions

From the research findings, the following are the main conclusion points drawn

The practice of feedback mechanism by the supervisor and manager is low at the top management than low level of employees. The functional and middle managers have no formal discussion with the company manager to review the daily performance against the plan. However informal way of feedback dominates at all levels.

Immediate feedback is not consistently recorded by the supervisors to discuss with subordinate about their performance. Since there is no record of employee's performance at all levels the performance gap would not properly identified and supervisor fails to accurately rate employees. HRM practices like recruitment, training, career development and are dimly exercised in the company. Due to lack of strong linkage between HRM practices, the organization doesn't succeed to distinguish employees who are good performer from the poor performer to practice reward and recognition system in the company.

All the four dimensions of culture have a significant and positive influence on the employee work performance practices. However, the consistency and mission represent the greatest influence.

5.3 Limitation of the Study

The study concentrated on the perception of employee's how effectively the performance appraisal practice is fairly implemented in the organization. As a result, the impact of employee performance appraisal on the company profitability is not covered. Since the factorial design was not implemented for non-directional correlation test for independent variables upon dependent variables, the study was limited to get better result. Due to lack of time and workload, the researcher was limited to make semi structured interview only for HRM manager

5.4. Recommendations

- Anxiety and lack of open discussion between the company manager and functional managers should be resolved and feedback mechanism need to be practiced

- The immediate feedback mechanism, reviewing the performance appraisal result should be practiced uniformly by the supervisors at all levels of the company.
- The commitment of the management must be ensured to take action so as establish the compensation system based on individual employee performance for the promotion and salary administration but team based is better for assessing training needs and for feedback regarding the strength and weakness.
- Some of the incomprehensible criteria listed and used for the performance appraisal frame should be seriously reviewed by the management according to on the nature of the job and job contents related with employees.
- The overall employee performance appraisal purpose should be clearly defined and the management should ensure itself having the attitude that the practice of employee performance can bring the company to capable human resource through linking HRM practice with performance appraisal to let them add value in organizational objective.
- For all employees, training should be scheduled for defined purpose without linking it with other activities and waiting for slack time.
- The correlation of cultural elements like involvement, adaptability, mission and consistency with employees' work performance should be seen seriously to identify on which type of culture the company must build the employees so as to support the business strategy.

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APPENDIX A
St. Mary's University
School of Graduate Studies
General MBA Program

Questionnaires to be filled by employees of Ethiopolymers P.L.C.

This questionnaire is designed to collect information about the employees' perception towards employee performance appraisal practice in Ethiopolymers P.L.C. The information shall be used as a primary data in my research which I am conducting as a partial requirement of my study at S. Mary's University for completing my MBA.

To this effect, your genuine, honest, and prompt response is a valuable input for the quality and successful completion of the thesis. Please, remain assured that your response will be kept

anonymous and used only for research purpose. I would like to extend my sense of gratitude for your contribution in advance!

General Instructions

- There is no need of writing your name
- To answer the close ended questions please put a tick (√) mark in the appropriate box.
- For questions that demands your opinion, please try to honestly describe as per the questions on the space provided

PART I: Respondents Information

1. Gender: Male Female
2. Age: 18 – 25yrs 26 – 35 yrs 36 – 45yrs 46 years & above
3. Marital Status: Single Married Divorced Others
4. Work Experience: 0 – 2years 2 – 5 years 5-8years 9 years above
5. Educational Background a.) 10+2 b) 10+3 c. Diploma d) First Degree
 e. Masters Degree & Above f.) Other-----

PART II: Questions related to the practices of employee performance appraisal

1. Listed below are statements about your level of agreement with your supervisors’/managers/ feedback mechanisms and how much you are fairly appraised. Please indicate your level of agreement with the statements as follows: 5=strongly agree; 4=agree; 3=neither agree nor disagree; 2=disagree; and 1=strongly disagree

no	Items (statements)	5	4	3	2	1
1	The performance criteria used in the appraisal form does not actually measure my real performance.(appraisal criteria)					
2	I have a good understanding of the appraisal criteria. (appraisal criteria)					
3	If the evaluation is reversed/I evaluate the supervisor/ it definitely creates a chance for him to look at his strengths and weaknesses.					
4	I feel that there is a fair consistent basis for measuring performance and individual contribution to business objectives (Fairness)					
5	Performance appraisal is necessary to be conducted in my organization					

6	During the appraisal interview my supervisor is ready with undivided attention and reserve adequate time for a full discussion of the issues.(Feedback mechanism)					
7	I socialized to interject my ideas in an appraisal review and to explain and defend my point of view.(Fairness)					
8	I feel that my supervisor consider the entire rating period instead of over recent incidents which tends to influence rater's overall perception of the individual's performance (Fairness)					
9	I am not judged by my supervisor/manager/ according to the behavior of the specific group which I belong (Fairness)					
10	My supervisor /manager/ records my performance and gives me positive feedback on my daily actual performance against my plan. Feedback mechanism					
11	The current performance appraisal system is identifying the good performers from the non performers.(Fairness)					
12	The performance criteria/instruments/ used to measure my performance are clearly defined and objective.(Criteria)					

Part three:- The following statements are prepared to involve your perception on link between reward/recognition/ and performance appraisal

No	Items (statements)	5	4	3	2	1
1	I always get salary increment, reward and recognition based on my performance appraisal results.					
2	Ethiopolymers makes adequate use of recognition and rewards beyond monetary values to encourage good performance					
3	Information generated through performance appraisal determines pay and promotion decisions for motivating me to improve/sustain/ my performance					
4	Performance appraisal practice which results in receiving a certain payment is the most effective method					
5	I feel compensation package is linked with employee performance appraisal					

Part four: - The following statement reflects your perception about the extent to which the office of HRM exercises performance appraisal

No	Items (statements)	5	4	3	2	1
1	At the time of my recruitment, the HRM formally told me that I will get promotion and career development based on my performance appraisal result.					

2	The training I got in recent times was based on the gap identified on my performance appraisal					
4	HRM always conduct cost-benefit analysis to assess the effectiveness of my training programs					
4	Performance appraisal data is used by HRM of the organization for making decisions like job rotation, training, and compensation.					
5	HRM has well established system of feedback to know the effectiveness of training imparted.					
6	HRM uses Performance appraisal review in identifying my personal development opportunities					

Part five: - The following statements are meant to address your culture of organization in terms four dimension

No	Items (statements)	5	4	3	2	1
1	I and my partner take quick response to solving customer complaints .(adaptability)					
2	New and improved ways to do work are continuously adopted in my organization . (adaptability)					
3	Different parts of the departments often cooperate to create change.(adaptability)					
4	Innovation and risk taking are encouraged and rewarded.(adaptability)					
5	I consistently share knowledge and information in a timely and effective manner. /consistency/					
6	Problematic zones is quickly resolved by the employee themselves and now nobody left quarrel in the company /consistency/					
7	I am responsibly for achieving my own goals, and I don't blame others when things go wrong. /Mission/					
8	The mission of the organization is communicated daily and foster openness in communication in all directions and at all levels of management./ mission/					
9	The initial goals and plan is established so that my supervisor and me come together to review and agree on the measurements and establish the performance year's accountability(mission)					
10	Performance appraisal helps me to determine the capability of my organization (involvement)					
11	My co-workers are models to each other for collaborative team spirit and offering to					

	assist others.(involvement)					
12	My supervisors give me freedom to make decisions, and enabling me to challenge myself with a new way of thinking.(involvement)					

Part six: - The following statements are meant to address your self-reflection about your work performance in your organization

No.	items(statements)	5	4	3	2	1
1	I am always motivated to work to the best of my skills & abilities.					
2	I get a sense of personal accomplishment from my work.					
3	I believe that my performance achievement is to the expectation of the company.					
4	My appraisal result shows that my supervisor/manager/ is always satisfied with my work performance.					
5	I always do my best to achieve a better performance than my colleagues					
6	The driving force of my high work performance is the satisfaction I get from the outcome.					
7	All my work partners believe that I always share my knowledge and assist them with my skills.					
8	My work performance is always beyond the expectation of my supervisor					
9	I develop solving problems creatively so that I can handle emergencies, troubleshooting or crisis situations					

Semi Structured interview guide lines to conduct HRM manager

1. What was the driving force behind the introduction of Performance appraisal? What were the purposes of Performance appraisal from the organization's perspective?

የምትሰጡን ግብረ መልስ ስም የማይጠቅስ ከመሆን በተጨማሪ ዓላማው ለጥናቱ ግብዓት ብቻ የሚውል ነው በመሆኑም ለምትሰጡኝ እውነተኛ መረጃ እያመሰገንኩህ ለጥናቱ ያደረሰው እሰተወጽኦ ታላቁ መሆኑ እሙን ነው

አጠቃላይ መምሪያ

ስም መጥቀስ አስፈላጊ አይደለም

ዝግ ለሆኑ ጥያቄዎችን የተስማማህን መልስ በተቀመጠው የመልስ ሳጥን በእርማት ምልክት ግለጽ

አመለካከትህን ለሚጠይቁ ጥያቄዎች ታማኝ ሆነህ እውነተኛ መረጃ በተቀመጠው ቦታ ላይ አስፍር

ክፍል አንድ

1 ጾታ: ወንድ ሴት

2 ዕድሜ: 18--25 ዓመት ከ 26-35 ከ 36-45 ከ 46 ዓመት በላይ

3 የጋብቻ ሁኔታ: ላጤ ያገባ የፈታ ሌላ

4 የስራ ልምድ 0--2 ዓመት 3--5 ዓመት 6--8 ዓመት 9 ዓመትና ከዚያ በላይ

5 የትምህርት ደረጃ 10+2 10+3 ዲፕሎማ የመጀመሪያ ዲግሪ የሁለተኛ ዲግሪና ከዚያ በላይ ሌላ

ክፍል ሁለት

የቅርብ አለቃህን ግብረ መልስ በተመለከተ ከስር ለተዘጋጁ ጥያቄዎች የመስማማት ደረጃህን 1 በጣም አልስማማም 2 አልስማማም 3 ተግባር 4 እስማማለሁ 5 በጣም እስማማለሁ በሚል በተቀመጠው ሳትን ውስጥ የእርማት ምልክት አስቀምጥ

ተ.ቁ	ዓረፍተ ነገር	1	2	3	4	5
1	የሰራተኞችን የስራ አፈጻጸም ለመለካት የተዘጋጀው መስፈርት የእኔን የስራ አፈጻጸም ለመለካት አይችልም					
2	ስለስራ አፈጻጸም መስፈርት ያለኝ ግንዛቤ በቂ ነው					
3	ስለ ሰራሁት ስራ ለረሴ ሳላዳላ አፈጻጸሜን መገምገሜ ጠንካራና ደካማ ጎኖቼን እንድመለካት እድል ሰጥኛል					
4	ለእያንዳንዱ ሰው የስራ አፈጻጸም ና ለድርጅቱ ጎል ወጥ መሰረታዊ ና ወጥነት ያለው ልኬት እንደተቀመጠ ይሰማኛል					
5	በድርጅታችን ውስጥ የሰራተኞች የስራ አፈጻጸም መኖሩ እስፊላጊ ነው ብዬ አምናለሁ					
6	በስራ አፈጻጸም ግምገማ ወክት ባለን የእርስ በርስ ቃለመጠየቅ የቅርብ አቃዬ ባልተከፈለ ልብ በቂ ጊዜ መደብ ሙሉ ውይይት ያደርጋል					
7	በስራ አፈጻጸም ግምገማ ወክት ጣልቃ እየገባሁ ሀሳቤን በነጻነት እየገለጽኩ ለረሴ ዕይታ እከራከራለሁ					
8	በእያንዳንዱ ሰው የስራ አፈጻጸም ላይ ያለኝ አመለካከት የተዛባ እንዳይሆን ከቅርብ ጊዜ ልዩ የስራ አፈጻጸም ይልቅ ሙሉ የስራ አፈጻጸም ግምገማ ወክት ላይ ትኩረት አደርጋለሁ					
9	ከቡድን ጓደኞቼ ጋር ባለኝ የጠበቀ ቅርበት ምክንያት የቅርብ አለቃዬ ከነሱ ጸባይ እንጻር አይፈረጁኝም					
10	የቅርብ አለቃዬ ዘወትር የስራ አፈጻጸሜን እየመዘገበ ካቀድኩት እቅድ እንጻር አዎንታዊ የሆነ ግብረመልስ ይሰጠኛል					
11	አሁን ያለው የሰራተኞች የስራ አፈጻጸም አተገባበር ጠንካራ ሰራተኛን ከሰነፍ ሰራተኛ መለየት የሚችል ነው					
12	የስራ አፈጻጸሜን ለመለካት የተዘጋጀው የስራ አፈጻጸም መስፈርት ግልጽ በሆነ መንገድ የተቀመጠ ነው					

ክፍል ሶስት በስራ አፈጻጸምና በማበረታቻ መካከል ያለው ግንኙነት

ተ.ቁ	ዓ.ነገር	1	2	3	4	5
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1	የስራ አፈጻጸም ውጤቱን መሰረት በማድረግ ዘወትር የደሞዝ ጭማሪ ማበረታቻና ምስጋና ይደርሰኛል					
2	የሰራተኛን የስራ አፈጻጸም ለማሳደግ ድርጅታችን ከገንዘብ ይልቅ ሌሎች ማበረታቻ ላይ ትኩረት ያደርጋል					
3	የስራ አፈጻጸም መረጃን መሰረት በማድረግ የሚዘጋጁ ሪፖርቶች ማበረታቻን ከመወሰን በተጨማሪ የስራ አፈጻጸሚን ለማሻሻል ተነሳሽነቱን ይፈጥርዋል					
4	የስራ አፈጻጸም አተገባበር ውስጥ ማበረታቻ ማስቀመጥ የተሻለ ዘዴ ነው					
5	ማበረታቻና የስራ አፈጻጸም ትስስር እንዳለቸው ይሰማኛል					

ክፍል አራት የሰው ኃይል ልማት ኩነትና የስራ አፈጻጸም ትስስር

ተ.ቁ						
1	የስራ አፈጻጸም ውጤቱን መሰረት በማድረግ ዝውውርና እድገትና እንደማገኝ ገና በተቀጠርኩበት ጊዜ የተነገረኝ ጉዳይ ነው					
2	በቅርብ ጊዜ በድርጅቱ ውስጥ የወሰድኩት ስልጠና የስራ አፈጻጸም ውጤት ተከትሎ ያለብኝን ክፍተት ለመሙላት ነበር					
3	የድርጅቱ የሰው ኃይል ልማት ከስልጠና በኋላ ውጤታማነት ለመመርመር የሂሳብ ስሌትና ጥቅሙን መረጃ ሰብስቦ ይተነትናል					
4	በምትሰራው ድርጅት ውስጥ የስራ አፈጻጸም ግምገማ ሪፖርት /ትንተና/ ለተለያዩ ውሳኔዎች ግብዓት የሚሆኑ ሲሆን ከነዚህም ውስጥ የስራ ዝውውር፣ ስልጠናና ማበረታቻ ናቸው					
5	የስልጠናዎች ውጤታማነታቸውን ለማረጋገጥ የተዘረጋ የግብረ መልስ ሲስተም አለ					
6	የድርጅታችን የስራ አፈጻጸም ግምገማ ስርዓት ራስን ለማብቃት ዕድል የሚከፍት ነው					

ክፍል አምስት የድርጅቱ የስራ ባህልና የሰራተኞች የስራ አፈጻጸም ትስስር

ተ.ቁ	ዓ.ነገር	1	2	3	4	5
1	እኔና የስራ ባለደረጃዎቼ የደንበኞችን ቅሬታ ለመፍታት ፈጣን ነን adaptability					
2	ስራዎችን ለመስራት አዲስና የተሻለ መንገድ በቀጣይነት ዘወትር በድርጅታችን ይቀየሳሉ adab.					
3	ድርጅቱ የተሻለ ለውጥ እንዲያመጣ የተለያዩ ዲፓርትመንቶች እርስ በርስ ይተባበራሉ					

	adabt.					
4	ፈጠራና ኃላፊነት መውሰድ በድረጅታችን ውስጥ ይበረታታል እንዲሁም ያሸልማል adabt					
5	እውቀትና መረጃን እስፊላን በሆነ ሰዓት ውጤታማ በሆነ መንገድ አካፍላለሁ consistency					
6	አለመግባባቶች በራሳችን በሰራተኞች በቶሎ የሚፈቱ ሲሆን አሁን በድርጅት ውስጥ በስራ ጉዳይ የማይነጋገር የለም conc.					
7	ያስቀመጥኩትን የድርጅቱን ግብ ለማሳካት ኃላፊነቱን የምወስድ ራሴው ስሆን ለሚፈጠረው ስህተት ለሌችን አልወቅስም mission					
8	የድርጅቱ ራዕይና ተልዕኮ በየዕለቱ ለሰራተኞች በሁሉም አቅጣጫ ለሁሉም የስራ አመራር ደረጃ ስለሚተላለፍ ግልጽነት በሰራተኞች መሀል ሰፍኗል mission					
9	የዓመቱን መነሻ ግብና ዕቅድ ያዘጋጀሁ ስሆን ከሌሎች የስራ ባልደረቦች ጋር በመገምገም ለዓመቱ የስራ አፈጻጸም ውጤት ተጠያቂነትን እንወስዳለን mission					
10	የስራ አፈጻጸም ግምገማ የድርጅታችን አቅም ምን ያህል እንደሆነ ለማወቅ ረድቶኛል involve.					
11	የስራ ባልደረቦቹ በአንድ መንፈስ ተግባብቶ በመተጋገዝ ባላቸው ምሳሌ ይታወቃሉ involveme.					
12	በፈታኝ ጉዳዮችን በራሴ ልዩ ዕይታ እንድጋፈጠው ና እንድወስን የቅርብ አለቃዬ ነጻነት ይሰጠኛል involvement					

ክፍል ስድስት ሰራተኞች ስለስራ አፈጻጸማቸው ያላቸው አመለካከት

ተ.ቁ	ግ.ነገር	1	2	3	4	5
1	ድርጅቱ ችሎታዬንና አቅማን ሁሉ አሟጥጬ እንድሰራ እያበረታታኝ እንደሆነ አምናለሁ					
2	በሰራውት ስራ ስኬትን የተጎናጸፍኩ ግደነት ስሜት ይሰማኛል					
3	የስራ አፈጻጸም ውጤቱ ድርጅቱ የሚጠበቅበኝ ያህል ነው					
4	የቅርብ አለቃዬ ሁልጊዜ በስራ አፈጻጸሜ ይረካል					
5	የስራ አፈጻጸሜ ዘወትር ከሌሎች ከጓደኞቼ የሚልቅ ነው					
6	ለተሻለ የስራ አፈጻጸም የሚነሳሳኝ ከውጤቱ የማገኘው እርካታ ነው					
7	ያለኝን እውቀትና ችሎታ በመለገስ እንደምረዳቸው ጓደኞቼ ሁሉ የሚምኑት ነው					
8	የስራ አፈጻጸሜ ከሚጠበቅበኝ በላይ ነው					
9	ያላታሰቡ ችግሮች ና ስህተቶች ሲከሰቱ ፈጠራዬ አክዬበት ለማስተካከል የሚያስችል አቅም አዳብረያለሁ					

ለሰው ኃል ልማት አስተዳደር ቃለ መጠየቅ ለማድረግ የተዘጋጀ ቅርጽ ያለው መመሪያ

1. የሰራተኞች የሥራ አፈጻጸም ለመዘርጋት የተነሳሽነት መነሻው ና ከድርጅቱ ዕይታ አንጻር የነበረው ምክንያት ምንድነው?

2. የሰራተኞች የሥራ አፈጻጸም ግምገማ ለሚሞሉ አለቆች ስልጠና ተሰቶ ያውቃል?

3. የሥራ አፈጻጸም ግምገማ ከሌሎች የሰው ኃይል ና ልማት ልምምዶች ጋር ትስስር አለው ማለት ትችላለህ ካልሆነ ዋና ዋና መንስዔዎቹን ምንድናቸው?

4. የሰራተኞች የሥራ አፈጻጸም ግምገማን ከድርጅትህ ባህል አንጻር እንዴት ትገልጻለህ?

5. የድርጅትህ ባህል ከሰራተኞች የሥራ አፈጻጸም ጋር ትስስር አለው ብለህ ታስባለህ መልስህ እዎ ከሆነ ትስስሩ አዎንታዊ ነው ወይስ አሉታዊ እንዴትስ አወክ