ST. MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

ASSESSMENT OF PERFORMANCE APPRAISAL PRACTICE: THE CASE OF ETHIOPIAN CATHOLIC SECRETATIAT.

BY

KIDIST TSEGAYE (ID SGS 0177/2009A)

ADVISOR: ALULA TESSEMA (PhD)

MAY, 2018

ADDIS ABABA, ETHIOPIA

ASSESSMENT OF PERFORMANCE APPRAISAL PRACTICE THE CASE OF ETHIOPIAN CATHOLIC SECRETATIAT.

BY

KIDIST TSEGAYE

A THESIS SUBMITED TO ST. MARY'S UNIVERSITY, SCHOOL OF GRADUATE STUDIES IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTER OF BUSINESS ADMINSTRATION (MBA)

MAY, 2018

ADDIS ABABA, ETHIOPIA

ST MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

FACULTY OF BUSINESS

ASSESSMENT OF PERFORMANCE APPRAISAL PRACTICE THE CASE OF ETHIOPIAN CATHOLIC SECRETARIAT.

BY

KIDIST TSEGAYE(SGS/0177/2009A)

APROVED BY BOARD OF EXAMINERS

-----------------------------------   ------------------------------------

Dean School of Graduates   **Signature**

ALULA TESSEMA   (PhD)   -------------------------------------

Advisor's Name   **Signature**

-----------------------------------   -------------------------------------

External Examiner   **Signature**

-----------------------------------   -------------------------------------

Internal Examiner   **Signature**

DECLARATION

I, the undersigned , declare that this thesis is my original work , prepared under the guidance of Alula Tessema (PhD). All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

_____   _____

Name   Signature

St.Mary's University , Addis Ababa   May ,2018

ENDORSEMENT

This thesis has been submitted to St. Mary's University, School of Graduates Studies for examination with my approval as a university advisor.

_____   _____

Advisor   Signature

St. Mary's University, Addis Ababa   May, 2018

Acknowledgments

First of all, I would like to thank The Almighty God for every blessing he poured on me to have faith and stand firm in it to accomplish this work. I am also highly indebted to express my heartfelt and sincere gratitude to my Principal Advisor Alula Tessema(PhD) for his diligent paternal and professional assistance and dedication of precious time in reading and correcting this research from commencement to the end.

I would love to appreciate the concern and support of family and friends in which the success of my research would have been curtailed of a variety of way. I am happy to give my special thanks to the employees of ECS for their great support in providing accurate information for survey questions and interview protocol. Special thanks to Ato Andargachew Worku.

Table of Contents

List of Tables

Acronyms

ECC:-Ethiopian Catholic Church

ECS-:-Ethiopian Catholic Secretariat

HRM:-Human Resource Management

PA-:-Performance Appraisal

PAP:-Performance Appraisal Practice

PAS: - Performance Appraisal System

SPSS: - Statistical Package for Social Scientist.

Abstract

The purpose of this study was to assess the practices of the performance appraisal system in the Ethiopian catholic secretariat. This research is significant as it can provide research based data to the management decision for improving employer and employee relationship and organizational effectiveness. In order to achieve the objective of the study, descriptive survey method was employed. The study used questionnaire to collect primary data. The population for the study was 84 and the whole population was used as sample.84 survey questions were distributed and 75(93%) was filled out and returned. The data analyzed with descriptive method and the result presented with tables. Among the main finding of the study was that from the six factors of assessing PAP, which are ongoing feedback, performance appraisal practice, knowledge of appraiser, communication practice, and employee's attitude about PA, employee's participation of the PAS. The study also revealed that there is a strong positive relationship between performance appraisal variables with personal improvement and organizational development particularly appraisal process and procedure. Hence, it is reasonable to conclude that the appraisal practice was not clearly communicated before implementation; lack of required skill on the side of the appraiser and the criteria is weak to measure performance highly affected the overall effectiveness of the performance appraisal practices of ECS at large and personal development in particular. It is recommended that since appraisal process and procedures are the most significant factors of all the performance appraisal dimensions resulting in personal improvement and organizational development, the management should conduct detailed study and assess critically on performance appraisal process and procedures for it is a starting point in the design of performance appraisal dimensions. Moreover, it is recommended that ECS should device training for its appraisers to make them equip with the all the required skill which in turn will avoid problems related with failing to keep file during prior to evaluation periods, giving equivalent ratings to all regardless of their performance and not frequently letting know how employees are doing which impacts and affects both personal improvement and organizational development.

CHAPTER ONE: INTRODUCTION

1.1. Background of the study

Performance management is one of the cornerstones of Human Resource practice in organizations. No matter where you work, how big or small your organization or how simple or complex the business model, effective performance management is a key requirement whatever number of employees you have (Allan H. Church and Janine Waclawski, 2009). According to these authors performance management systems are vital for the success of any organization. There are several important HRM practices that should support the organization's business strategy. That include analyzing work and designing jobs, determining how many employees with specific knowledge and skills are needed, attracting potential employees, choosing employees, teaching employees how to perform their jobs and preparing them for the future, evaluating their performance, rewarding employees, and creating a positive work environment. And other factors play an important role to achieve goals. Organization performs best when all of these practices are managed well. In addition companies tend to be more innovative, have greater productivity, and develop a more favorable reputation in the community (Noe et al, 2011). Performance management is an ongoing process that identifies measures, manages, and develops the performance of people in the organization. Performance appraisal is the part of the performance management process that identifies, measures, and evaluates the employee's performance, (Aguinis, 2009). According to Armstrong (2009) performance appraisal defined as it is formal, structured system of measuring, evaluating job related behaviors and outcomes to discover reasons of performance and how to perform effectively in the future so that employee, organization and society can all be benefited. A performance appraisal is the assessment of individual's performance in a systematic way. It is a developmental tool used for all round development of the employee and the organization. The performance of employees is measured against such factors such as job knowledge, quality and quantity of output, initiative, leadership abilities, supervision, dependability, co-operation, judgment, versatility and health (David A. Decenzo, 1999).

Performance management is continuous process of identifying, measuring, and developing the performance of individuals and teams and aligning performance with the strategic goals of the organization. The process starts from prerequisites, knowledge of the organization's mission and

strategic goals and knowledge of the job in question (through job analysis) follows by performance planning, to define the goal for employees to have a thorough knowledge of the performance management system then after performance execution is there, make sure the employee strives to produce the results and display the behaviors agreed on earlier as well as to work on development needs. After that performance assessment comes and here the employee and the manager are responsible for evaluating the extent to which the desired behaviors have been displayed, and whether the desired results have been achieved. Before the final stage there is performance review and this stage involves the meeting between the employee and the manager to review their assessments. This meeting is usually called the appraisal meeting or discussion. Finally renewal and re-contracting stage exist although this is identical to the performance planning component.

The main difference is that the renewal and re-contracting stage uses the insights and information gained from the other phases. For example, some of the goals may have been set unrealistically high given an unexpected economic downturn. This would lead to setting less ambitious goals for the upcoming review period (Aguinis, 2009). Note that the key components of this definition are that this is a continuous process and that there is an alignment with strategic goals. If a manager fills a form once a year because this is a requirement of the HR cops, then this is certainly not a continuous process. Also, evaluating employee performance (that is, performance appraisal) without clear considerations of the extent to which an individual is contributing to unit and organizational performance and about how performance will improve in the future is also not consistent with this definition of performance management.

1.2.   Back ground of Ethiopian Catholic Secretariat

The Ethiopian Catholic secretariat (ECS) or Caritas Ethiopia was founded in 1965and was registered as NGO, with the Ethiopian Government in 2000. Its mandate is to initiate, promote and coordinate the social and pastoral activities of the universal Church in Ethiopia. The program of the organization is to respond to ever increasing needs of the Ethiopian People.

ECS is a Church based charitable organization. The management of ECS is composed of the Clergies and religious community members (Brothers and Sisters) and with professional laypeople that have a totally different composition from other organizations even with those of

other charitable organization. The clergies, brothers and sisters working in the Ethiopian catholic Secretariat are under ought to do what is just.

The Ethiopian Catholic Secretariat started exercising the performance appraisal system some years ago. According to the strategic plan prepared the performance appraisal system was started to be implemented in 2005. The organization planned to use the performance appraisal system mainly for future employee planning and development and for further HR capacity building. The organization became unsuccessful to effectively continue implementing the performance evaluation. Employees do not fully accept the PAS of the organization. Mainly because ECS fails to apply the training and developments associated to the PA system and also failed to differentiate good performance, moderate and poor performance in order to reward the employees. Therefore, the researcher intended to do the research to recommend a solution to the existing problem in the organization.

1.3.   Statement of the problem

Performance appraisal (PA) is one of the most important activities of human resource manager of any organization in order to handle employees successfully and make them effective and efficient on their job. Organizations who conduct performance appraisal periodically often perform performance monitoring in order to grasp or collect the necessary information about employees' performance, achievement of performance objectives. An effective performance management should establish performance agreement with employees from which objectives and competency standards emerges, ensure the ways that performance can be measured are robust, fair and understood. Provide feedback, training and merit based increased measured, fairly and equitably. (Stredwick, 2005)

Developing a performance appraisal system that measures the objective of the organization and that can attract and retain skilled employees with lesser financial rewards is one of the major problems of ECS. Accordingly to the researcher discussion with human resource managers of the organization, the absence of due consideration by the management and employees to performance appraisal practice causes poor performance evaluation results, inconsistency, low moral on employees.(ECS Strategic Plan, 2005). But the researcher is in a state of fundamental doubt that performance appraisal practice employed in ECS is achieving the desired objectives.

Accordingly, the researcher of this study entirely interested in assessing employee's perception on the existing performance appraisal practice and its implication (effectiveness) in employee's personal improvement and organizational development.

1.4. Research Questions

The study was designed to assess issues related to performance appraisal practice in ECS; accordingly the research study tries to answer the following basic research questions.

1. How does the performance appraisal practice at Ethiopian Catholic Secretariat looks like?
2. To what extent employees satisfied with the performance evaluation practice?
3. Are employees participated in the performance appraisal practice?
4. What are the challenges of the performance appraisal practice at ECS?

1.5. Objectives of the Study

1.5.1 General Objective

The general objective of this research is to assess, the practices of performance appraisal of permanent employees in ECS, and to give recommendations based on the principles and concepts in the literature review, and the empirical findings of the study.

1.5.2 Specific Objectives

The specific objectives of the study include the following:

- To investigate the practice of performance appraisal system in the organization;
- To examine how satisfied employees are with the performance appraisal system of the organization;
- To assess the employees participation in the performance appraisal practices of the organization.
- To identify the major performance appraisal challenges of the organization.

1.6.   Significance of the Study

The study is significant that it gives feedback and reference to employees, employers, other stakeholders and researchers on the organization's performance appraisal practice. Performance appraisal helps employees of the organization by determining who shall receive merit increase, counsels on their improvement, training needs, promotion, and identifies those who should be transferred, as well as for future researches as a bench mark with the existing field of knowledge. (Aguinis, 2009).

1.7.   Delimitation/Scope of the Study

The research covers only the extent of the performance appraisal practice at the entirety of the Ethiopian Catholic Secretariat head office in Addis Ababa.

1.8.   Definitions of terms

Performance appraisal: is the process of reviewing past productive activities to evaluate the contribution individuals have made towards attaining management system objectives (Samuel 1994),

Performance appraisal practice:- is the practice, in which human resource management department obtains analysis and makes decisions on the performance of an employee over a period of time. (Yee, 2009),

Performance appraisal system: - refers evaluating performance to encourage employee motivation and performance and to provide information to be used in managerial decision making (Grote, 2002).

Human resource management: - is defined as a strategic and coherent approach to the management of an organization's employees which is the most valued assets (Armstrong, 2006).

Performance management: -is a strategic and integrated approach to delivering sustained success to organizations by improving the performance of the people. (Baron and Armstrong, 1998).

Performance standards: Are the level of activities established to serve as a model for evaluating organizational performance (Samuel, 1994),

1.9. Organization of the Study

The paper has been organized into five chapters. Chapter one deals with the background of the study, statement of the problem, Significance, Scope, definitions of terms and organization of the study. The second chapter deals with review of theoretical and empirical literature. The third chapter focuses on the presentation of research design and methodology. The fourth chapter deals with data analysis and interpretation and the fifth chapter presents summery conclusion and recommendations.

CHAPTER TWO: REVIEW OF RELATEDLITERATURE

2.1. Theoretical Review on Performance Appraisal

This chapter tries to deal with review of literature on performance appraisal. Attempts will be made to briefly begin with evolution and over view of Human Resource Management followed by the general concepts of performance appraisal such as purpose, methods, importance, and other related information's are presented in very precise manner.

2.1.1. Meaning and Definition of Performance Appraisal

Before defining performance appraisal one has to know what Performance management is, therefore according to Armstrong (2009), 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. Grote (2002) describes performance appraisal as a formal management tool that helps evaluate the performance quality of an employee and it is the important aspect in the organization to evaluate the employee's performance. It helps in understanding the employees work culture, involvement, and satisfaction. It helps the organization in deciding employees' promotion, transfer, incentives and pay increase. According to Karol (1996) performance appraisal includes a communication event planned between a manager and an employee specifically for the purpose of assessing that employee's past job performance and discussing areas for future improvement. Performance Appraisals is the assessment of individual's performance in a systematic way. It is a developmental tool used for all round development of the employee and the organization. Performance appraisals are perhaps the best way to not only let your employee know how he/she's doing, but also to get feedback about how your organization is doing, whether your employees are committed to your goals, and what you can do to improve morale. Performance appraisals that are mutually beneficial to both the employee and the organization require an effective strategy and starts with preparation.

Performance management is concerned with: aligning 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. (Armstrong, 2009). And also Yong (1996) defines performance appraisal as "an evaluation and grading exercise undertaken by an organization on all its employees either periodically or annually, on the outcomes of performance based on the job content, job requirement and personal behavior in the position". Performance reviews help supervisors feel more honest in their relationships with their subordinates and feel better about themselves in their supervisory roles. Subordinates are assured clear understanding of what's expected from them, their own personal strengths and areas for development and a solid sense of their relationship with their supervisor.

2.1.1.1 Objectives of Performance Appraisal

According to Fletcher (2004) Performance Appraisal can be done with the following objectives: To maintain records in order to determine compensation packages, wage structure, salaries raises, etc., To identify the strengths and weaknesses of employees to place right men on right job., To maintain and assess the potential present in a person for further growth and development., To provide a feedback to employees regarding their performance and related status., To provide a feedback to employees regarding their performance and related status. It serves as a basis for influencing working habits of the employees.

Khan (2007) also states that the fundamental objective of performance appraisal is to facilitate management in carrying out administrative decisions relating to promotions, firings, layoffs and pay increases. To carry out the performance appraisal, management then has to make choices in relation to retention, future assignments and training and developmental needs (Hillman et al, 1990). "Performance appraisal is a systematic periodic and impartial rating of employee's excellence in matters pertaining to his present job and to his potentialities for a better job." (Flippo, 1983).Performance appraisal is mainly used for three purposes. First as a basis of reward allocation such as salary increments, promotion and other rewards etc. Second Performance appraisal will point out the weaknesses of employees and will spot the areas where development efforts are needed. Thirdly Performance appraisal is a tool for identification of deficiencies. It can be used for the selection and development programmers. It will differentiate satisfactory performers from unsatisfactory ones. It is sometimes assumed that performance appraisal is the

same thing as performance management. But there are significant differences. Performance appraisal can be defined as the formal and periodical assessment and rating or ranking of individuals by their managers or immediate supervisors at, usually, an annual review meeting. Whereas performance management is a continuous, broader, more comprehensive and natural process of management that clarifies mutual expectations, emphasizes the support role of managers who are expected.

2.1.1.2. Benefits of Performance Appraisal

According to Armstrong (2000), a PA function is a continuous and evolutionary process in which performance improves over time. 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. PA has two roles in organizations. One role is to measure performance for rewarding or otherwise making administrative decisions about employees. Another role is development of individual potential. According to Gomez-Mejia et.al (2001), Organizations usually conduct appraisals for administrative and/or developmental purposes. Performance appraisals are used administratively whenever they are the basis for a decision about the employees work conditions including promotions, termination and rewards. Development uses of appraisal which are geared toward improving employees performance strengthening their job skills, including counseling employees on effective work behaviors and sending them for training. The major functions of PA are to give employees feedback on performance, to identify the employees developmental needs to make promotion and reward decisions, to make demotion and termination decisions and to develop information about the organizations selection and placement decisions,

Armstrong (2009) stated employee's 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 management 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. An effective performance appraisal practice will bring benefits to the staff member being appraised, the manager completing the appraisal and the organization as a whole. For the Organization, benefits include (Fisher, 1995):-

- Improved Performance due to effective communication, increased sense of cohesiveness and better management-staff relationships
- Training and Development needs identified more clearly
- Employee Satisfaction as a sense that employees are valued is spread.

For the staff being appraised, the benefits include (Fisher, 1995):

- Enhanced relationships with line managers
- Increased job satisfaction
- A better understanding of expectations
- Greater knowledge of strengths and weaknesses

For the Manager carrying out the appraisal, the benefits include (Fisher, 1995):

- Better relationship with employees – trust.
- Stronger knowledge of what is going on in the organization
- Better knowledge of employees – knowing their individual strengths and weaknesses
- Facilitate management in decisions including pay rises, promotions, redundancies etc.

2.1.2. Performance Appraisal system

Aguinis, (2005) indicated that performance appraisal system usually include measures both behaviors (what an employee does) and results (the outcomes of an employee's behavior). In order to realize the purpose of performance appraisal, organizations should carefully design appraisal system and implement accordingly.

The main purpose of a performance appraisal system is to align employee and departmental goals to organizational goals and objectives and ensure that employees' performance is consistent with those goals. However, little attention has been paid to the goals that are likely to be pursued by rates in performance appraisal (Fisher, 1989). Goals affect performance for several reasons. Primarily, the setting of goals has a direct effect on what people think and do, it activates behavior. Goals focus activity in one particular direction rather than other. At the same time, goals regulate energy expenditure, since people typically put forth effort in proportion to the difficulty of the goal, given that the goal is accepted. Goals that are specific lead to higher productivity levels than a generalized goal, .such as "do your best". Hence, hard goals lead to higher employee performance than easy goals (Ferris et al, 1990).

There exist an obvious relationship among individual, unit and organizational performance. Not only does the performance of each person and unit contribute to an organization's overall performance, but there must be direct links from organizational level objectives to unit, department, or work-group objectives and to criteria against which individuals are to be evaluated. The knowledge and values lay out for employees to aspire toward have to correspond to what their organizations need in order to be successful and this must be done when setting performance goals. When employees are aware of and accepts the organizational goals, this helps to boosts the individual performance which in turns results in improved and higher organizational performance. In order to have such end results, it must be ensured that the raters, who will help in setting the rates 'goals in sync with that of the Organizations' goal, are properly trained. This ties in to the fact that raters must be trained in order to get accurate results from performance appraisal. As a means of attaining desired results of performance, supervisors need to communicate Organizational goals to individual and link them to performance in order to energize employees. The goals must not only be communicated to employees, but they must be also be accepted by employees. This will help in increasing individuals' persistence as well as transfer effort into commitment and motivation.

Employees who have accepted organizational goals would strive toward achieving them, hence their performance would improve. By ensuring that employees are aware of organizational goals and also by letting they feel that they contribute to the overall success of the organization, the performance appraisal/review becomes much easier, causes far less anxiety, and goes much

faster when there are clear performance goals. In fact, the better the performance goals, the clearer they are and the more measurable they are the less managers and employees have to venture into the realm of vague opinions about performance during the appraisal process which is the case of regency bias.

In addition to the fact that performance goals allow employees' to monitor their efforts and the results throughout the year we get an appraisal process that is much more effective and yields no surprises for the employee. It also gives positive results as it free the rater from the tendency of setting standards that are based on their own implicit standards. In order for Performance goals to result in better performance they must be derived from the goals and priorities of the individual, work unit and the organization. This is because goal setting alone does not work if individual goals are not linked to corporate goals so they can become shared and become "ours" (Nash, 1984). If management does not ensure that goals are set in the like manner, it could result with having hostile or indifferent employees who see performance standards and goals as pressure and punishment

2.1.3. Designing an Appraisal System

For conducting appraisal there must be a designed appraisal system. However, as chadha said that there is no one right way to conduct an appraisal, such that it is appropriate for all circumstance. Each organization must examine its own unique human resource Feature, task characteristics, work culture and internal climate & Figure out the precise system that will be functional as well as acceptable in its own context (Chadha, 2003). On the other hand the process of designing an appraisal system should involve managers, employees, HR professionals, and both internal & external customer in making decision about measurement content, measurement process defining the rater and administrative characteristics (Bernardin, 2004)

Measurement content of appraisal system can be either person oriented (Focusing on the person who performed the behavior) or work oriented (Focusing on the record of outcome that the person active on the job). Effective PA focuses on the recorded of outcomes and in particular, outcome directly linked to an organization mission & objectives. (Bernardin, 2004): Even if there is no one right way to conduct appraisal in all organization both employee, managers and customers must participate for the designing of appraisal system depending on characteristics of

the organization and the work itself. So it helps to assess the PAS depending on the establish criteria.

2.1.4. Effective Performance Appraisal Practice

From reviewing the literature, there appears to be no one single best method of Performance Appraisal, although there are certain common elements throughout all effective methods. Effective performance appraisals are commonly associated with clear goals that are attached to specific performance criteria and are well-accepted by both appraiser and appraise (Mustapha & Daud, p.158). All effective performance appraisals include elements such as linking appraisal to rewards, the supervisor and employee working together to identify goals, performance goals clearly defined, feedback given to the appraiser on their effectiveness and compliance with legal requirements (Rankin & Kleiner, 1988). For performance appraisal to be effective and useful, it is vital that those taking part, the appraiser and the appraisee, are both benefiting from it and find the procedure a productive tool, as without this, it would be impossible for the system to work.

Attention must be paid to identifying, in specific and measurable terms, what constitutes the varying levels of performance. Performance appraisal programmers should tie personal rewards to organizational performance. The supervisor and employee should jointly identify ways to improve the employee's performance, and establish a development plan to help the employee achieve their goals.

The appraiser should be given feedback regarding his/her effectiveness in the performance appraisal process. The performance appraisal system, regardless of the methodology employed, must comply with legal requirements (notably, Equal Employment Opportunities guidelines). Ensuring that the performance appraisal ties in with organizational goals is pivotal to the effectiveness of the appraisal. If the goals of the performance appraisal process are in contrast with the organizational goals, the resulting performance appraisal system could, in fact, be of harm to effective organizational functioning (Barrett, 1967). Having both the manager carrying out the appraisal and the employee setting goals mutually is crucial for the effectiveness of the performance appraisal. This can ensure that the employee will work harder to reach these goals as they participated in setting them initially

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

2.1.5 Appraisal Ineffectiveness

The major causes of ineffective performance appraisal is the dislike that both the appraiser and appraise have towards the process. Performance Appraisal is one of the most emotionally charged procedures in management (Swan, 1991). Almost every executive has dreaded performance appraisals at some time or other. They hate to give them and they hate to receive them (Sims, Gioia & Longenecker, 1987). Many managers and supervisors are unwilling to make accurate evaluations of subordinates because they do not want them to be hurt. Where the consequence of a low evaluation is termination, no pay increase, an unpleasant work assignment, or no promotion, managers are reluctant to be precise (Kearney, 1978). Watling (1995) highlights the importance of giving appraisals based on facts, not just feelings and suggests the best way to do this is by measuring performance by surveys, on the job observation, peer group feedback and results against targets. This is important to consider in establishing what an effective performance appraisal is. The appraisal will not be accurate if the manager carrying out the appraisal is having difficulty in giving feedback honestly and truthfully. Because of the emotional variability involved in such processes, accuracy is something which will seldom be achieved. But is this a vital element for management, as it has been shown that executives giving appraisals have ulterior motives and purposes that surpass the mundane concern with rating accuracy (Sims et al, 1987). One manager surveyed by Sims et al (1987) felt that accurately describing an employee's performance is really not as important as generating ratings that keep things going. Some other reasons for managements manipulation of the feedback in an appraisal setting is that they have to work with these people and do not want to create tension or hostility, also the element of there being a physical document from the appraisal recorded permanently on the employees record meant that the appraiser may soften the language used.

Unfair procedures used in performance appraisals create job dissatisfaction. A Performance appraisal system should be fair and must provide accurate and reliable data (Karimi et al, 2011). Therefore it is important that performance Appraisal systems are fair to staff so that the organization can reap the benefits. So many Performance Appraisal systems are solely used as a procedure to determine whether a promotion or raise will be given or as a way of communicating to staff what their role is. But instead of being used as a form of judgment, performance appraisal should be used for the benefit of both the employee and the organization. Continuous assessment could possibly be used as a retention tool and as a system of determining what skills the organization has and what ones it is lacking.

2.1.6. Standards of Performance Appraisal System

The appraisal process begins with the establishment of performance standards. The managers must determine what outputs, accomplishments and skills will be evaluated. These standards should have evolved out of job analysis and job descriptions. Management identifies and prioritizes the goals of the organization. For accomplishment of the goals the jobs are to be performed. Now, what level of performance is expected from the employees is to be discussed. The performance standards should be specific, measurable, attainable, relevant and time-based. The performance standards should be decided regarding the quality of work, quantity of output, with reference to the time taken, manners of work performed, method of doing the tasks, behavior and costs involved in performing the jobs. These will give a clear idea to the supervisors and performers regarding what are expected from them on job (Jones Bodi 1997).

According to Kennedy, Marilyn Moats (1995), the performance standards are expressions of the performance threshold(s), requirement(s), or expectation(s) that must be met for each element at a particular level of performance. They must be focused on results and include credible measures at fully successful level (and at the minimally successful level if employee performance falls below the fully successful level) such as:

Quality, addresses how well the employee or work unit is expected to perform the work and/or the accuracy or effectiveness of the final product. It refers to accuracy, appearance, usefulness, or effectiveness. Measures can include error rates (such as the number or percentage of errors

allowable per unit of work) and customer satisfaction rates (determined through a customer survey/feedback).

Quantity, addresses how much work the employee or work unit is expected to produce. Measures are expressed as a number of products or services expected, or as a general result to achieve.

Timeliness, addresses how quickly, when, or by what date the employee or work unit is expected to produce the work.

Cost-Effectiveness, addresses dollar savings or cost control. These should address cost-effectiveness on specific resource levels (money, personnel, or time) that can generally be documented and measured. Cost-effectiveness measures may include such aspects of performance as maintaining or reducing unit costs, reducing the time it takes to produce or provide a product or service, or reducing waste.

To develop specific measures, the rating official must determine which of the above general measure(s) are important for a given element, and then determine how to measure it. The Benchmark standards (listed below) have been developed and may be used to describe required performance levels for all critical elements. Using the described Benchmark standard is not mandatory. When Benchmark standards are used, additional specific, measurable criteria must be developed at the fully successful level for each Critical element except the Supervisory Critical element. The Supervisory Critical element may be applied without modification and the supervisory Benchmark standards do not need any augmentation. While regulation only requires specific, measurable criteria to be identified at the Fully Successful level, rating officials are strongly encouraged to develop measurable criteria at additional levels so employees clearly understand their performance expectations at various levels. In addition, if the Benchmark standards below are not used, standards developed by the rating official should require levels of performance that are essentially equivalent to that described by the benchmark standard at each level. The following Benchmark standards are provided for your use in describing expected performance at the various levels of the plan. These Benchmark standards can be applied to every position, but must be augmented with specific standards that describe the results expected at the Fully Successful level for each element. Additionally, standards must explain how well they must be performed to be successful. While each and every criterion described in the

benchmark standards will not have to be met by the employee in absolute terms to assign a particular rating level, the rating official must ensure the employee understands the overall level of performance they are expected to meet order to be assigned a given rating level. The standards are separated into Employee and Supervisory Employee Kennedy, Marilyn Moats (1995).

Employee: The employee demonstrates particularly excellent performance that is of such high quality that organizational goals have been achieved that would not have been otherwise. The employee demonstrates mastery of technical skills and a thorough understanding of the mission of the organization and has a fundamental impact on the completion of program objectives. The employee exerts a major positive influence on management practices, operating procedures and/or program implementation, which contribute substantially to organizational growth and recognition. The employee plans for the unexpected and uses alternate ways of reaching goals. Difficult assignments are handled intelligently and effectively. The employee has produced an exceptional quantity of work, often ahead of established schedules and with little supervision. The employee's oral and written communications are exceptionally clear and effective. He/she improves cooperation among participants in the workplace and prevents misunderstandings. Complicated or controversial subjects are presented or explained effectively to a variety of audiences so that desired outcomes are achieved.

Supervisor: Employee demonstrates unusually good performance that exceeds expectations in critical areas and exhibits a sustained support of organizational goals. The employee shows a comprehensive understanding of the objectives of the job and the procedures for meeting them. Effective planning by the employee improves the quality of management practices, operating procedures, task assignments and/or program activities. The employee develops and/or implements workable and cost-effective approaches to meeting organizational goals. The employee demonstrates an ability to get the job done well in more than one way while handling difficult and unpredicted problems. The employee produces a high quantity of work, often ahead of established schedules with less than normal supervision Kennedy, Marilyn Moats (1995).

2.1.7. Current Status of Performance Appraisal System at Ethiopian Catholic Secretarial

Management practice is a continuous self-renewing cycle undertaken on a daily basis. There is a clear link to strategic plans so that objectives agreed with individuals and teams are integrated

with and support the achievement of organizational objectives. Performance measures must relate to results not efforts. The measures must be capable of verification through use of objective data. Performance evaluations of employees will be done using two different evaluation schemes, one for non-Management Team staff categories and another for Management Team staff categories. This is in view of the different criteria that should be used to evaluate the relative contributions of the two categories.

- All persons who have been employed by ECS for more than six months shall be evaluated during the month of January. New employees may receive two or three evaluations in a year (i.e. end of probation and one or two regular evaluations during the year).

- All staff members who have a supervisory responsibility are expected to encourage an open relationship with their subordinates/colleagues and to provide continuous feedback and constructive comment on their performance. Performance evaluations for Program and Management staff members shall be based on pre-planned and agreed performance contract (Work Plan) between the employee and the supervisor.

2.1.7.1. Frequency of employee's Performance Appraisal at Ethiopian Catholic Secretarial

Written performance evaluations will be prepared for all non-management staff every six months. These evaluations will be conducted and submitted in June and December of each year. It is done a week in advance of the end of the probation period, It also done in connection with decision on: - Promotion, Salary Increment Training. It is also used in connection with disciplinary action resulting in demotion or termination. It is applied at any time deemed necessary to give guidance to the employee.

2.1.7.2 Procedures of employee's Performance Appraisal at Ethiopian. Catholic Secretarial

The procedures of employees performance evaluation is that performance evaluation forms will be distributed to all employees and supervisors and evaluation will be conducted the year. Performance evaluation is carried out based on: review of employee position responsibilities, assigned duties and the expected standard of performance; staff members' performance evaluations shall be conducted by themselves and immediate supervisors. Performance

evaluation result will be conducted between supervisor and employee based on the following major points.

- The performance or achievement over the last period.
- The difficulties encountered over the last period and possible methods to overcome these.
- The strengths and limitations of the staff member, and ways in which strengths can be developed further and limitations rectified.
- Any perceived training needs and possible ways to satisfy these needs.
  On the basis of the discussion, the supervisor prepares the evaluation report and gives it to the staff member for comment before it is finalized. The evaluation results will be finalized after confirmation and acknowledgement of the two-way evaluations, comments and ratings by the employee and the supervisor and submitted to the Human Resource Management Office with a covering letter. The final evaluation result of non-management staff shall be the average of the two evaluations conducted within the year. The function of Human Resource Management / Administration Office shall be to:-
- Distribute evaluation formats to supervisors, and the employees on time and collect them.
- Assure that evaluations contain all the required signatures and date and are otherwise complete.
- The Secretary General in consultation as required with other department heads, will utilize the evaluation rating summaries of the human resources management Office/ Administration unit to assure the following:-

  A.   Supervisors are utilizing appropriate and similar procedures in conducting their employees' evaluations.

  B.   Supervisors receive feedback on their evaluation approaches to ensure consistency and comparability in required standards across the board in the organization.

- Finance and administration head shall review the completed evaluation forms, and conduct meetings with the management team to consider recommendations on salary increments, promotions, demotions, training, etc.
- The secretary general shall act on decisions by the management team.

- Finance and administration head shall organize and conduct a feedback meeting for each group of performers and congratulate or reward high performers and identify problems of low performers with the view to planning on needed action to solve problems of low performance

- If the staff member's annual performance does not warrant a salary increase, documentation must be submitted to the administration office.

- Informal meeting between employees and their supervisors shall take place approximately every three (3) months; more often if necessary. During these meeting, the goals and tasks which were planned for the previous three-month period will be reviewed and goals and tasks for the following three months will be refined as required.

- Any employee who feels that he/she is not fairly evaluated is free to follow the grievance procedure outlined in this manual.

- Extension of employment contract shall not be made without periodic performance evaluation and acceptable level of performance job productivity.

2.1.7.3 Overall Assessment of Performance appraisal at ECS

As part of the performance evaluation report, the supervisor will make one of the following overall assessments grading.

Outstanding: This is when the evaluation result shows a performance average of 4.75 - 5.00 rating points. All ratings of this category shall be verified and endorsed through a written statement by the management team and the supervisor. Once the result verified and endorsed it shall consider the employee to obtain promotion to a higher position and a one-step scale mandated salary increment of the salary scale and recognition of reward for merit. Not more than 10-15% of staff members will fall into this category of "outstanding performance".

Above Average: - This is when the evaluation result shows a performance average of 4.00 -4.74 rating points. However, all ratings of this category shall be verified and endorsed through a written statement by the management team and the supervisor. This result once verified and endorsed shall serve as a basis for any prospective promotion to a higher position when and if available and a one-step mandated salary increment of the salary scale.

Average: - is an average evaluation result of 2.50 – 3.99 rating points. This leads to a one-step mandated salary scale increment.

Below Job Requirements: - An evaluation of performance of employees with rating of less than 2.50 is not entitled to salary increment. The employee will be given a limited period of time to demonstrate improvement in specified key performance areas. If the employee fails to improve in the next two terms of performance evaluation he/she will be subject to demotion or up to termination of employment contract.www.ecs.

2.1.8 Problems of performance Appraisal System

The use of ratings and other techniques in PA assume that the human observer is reasonably objective and accurate but raters" memories are quite fallible and raters subscribe to their own sets of expectations about people, expectations that may or may not be valid. Despite the fact that a completely error-free PA is only an ideal we can aim for, with all actual appraisals falling short of this ideal, a number of factors that significantly impede objective appraisal have been isolated for discussion.

A. Bias

Bias is simply a personality-based tendency, either toward or against something. In the case of performance assessment, bias is toward or against an individual employee. All human beings have biases, but supervisors especially cannot afford to allow their biases to enter into their evaluation of subordinates in the firm (Kumbhar, 2011). This is very easy to say, but very difficult to do. Biases make the evaluation process subjective rather than objective, and certainly provide the opportunity for a lack of consistency in effect on different groups of employees (Ali, Mahdi and Malihe, 2012). So to overcome the bias problem, the appraiser needs to be objective and not let their feelings of liking or disliking the individual influence their assessment (Caruth and Humphreys, 2008).

B. Stereotyping

Stereotyping is mentally classifying a person into an affinity group, and then identifying the person as having the same assumed characteristics as the group (Afriyie, 2009). Though stereotyping is almost always assumed to be negative, there are many incidents of positive stereotypes. However, regardless of whether the stereotype is positive or negative, making membership in a group, rather than explicitly identifying the characteristics of the individuals,

creates the potential for significant error in evaluations (Holzer, 2007). Stereotyping can be avoided by getting to know each employee as an individual and objectively evaluating individual employees based on their actual performance (Denby, 2010).

C. Halo Error

Decenzo and Robbins (1993) note that the halo effect or error is a tendency to rate high or low on all factors due to the impression of a high or low rating on some specific factor. According to them, if an employee tends to be conscientious and dependable, the rater might become biased toward that individual to the extent that he will rate him or her positively on many desirable attributes. Also as per their observation in an institution, students tend to rate a faculty member as outstanding on all criteria when they are particularly appreciative of a few things he or she does in the classroom as compared to a few bad habits which might result in students evaluating the instructor as „lousy" across the board. Cleaveland, Murphy and Williams (1989) also postulate that the halo error is perhaps the most pervasive error in performance appraisal as raters who commit this error assign their ratings on the basis of global impressions of ratees. According to them, an employee is rated either high or low on many aspects of job performance because the rater knows (or thinks he or she knows) that the employee is high or low on some specific aspects.

D. Similarity Error

Decenzo and Robbins, (1993), state that, when evaluators rate other people in the same way that the evaluators perceive themselves, they are making a similarity error. In this case, evaluators who see themselves as aggressive may evaluate others by looking for aggressiveness thus, those who demonstrate this characteristic tend to benefit while others are penalized.

E. Central Tendency

Beardwell and Holden (1997) note that central tendency is the reluctance to make extreme ratings (in either direction); the ability to distinguish between and among ratees; a form of range restriction. According to them, raters who are prone to the central tendency error are those who continually rate all employees as average. In this case, if a manager rates all subordinates as 3, on a scale of 1 to 5, then no differentiation among the subordinates exists. As such, failure to rate subordinates as 5, for those who deserve that rating and as 1, if the case warrants it, will only create problems, especially if this information is used for pay increases.

2.2. Performance appraisal practices in different Countries

2.2.1 Performance Appraisal Practices in India

According to Ramila Ram Sing (2016) studies in India the performance appraisal is mainly undertaken for three objectives such as (i) to determine increments in salary; (ii) to assist organizational planning, placement, or suitability; and (iii) for training and development purposes. Other objectives of appraisal were: informing employee where they stand in organization, follow-up interviews, etc. Every company uses different criteria to evaluate their employees. There are basically three groups of criteria being used for appraisal purpose: (i) evaluation of qualitative characteristics, such as, intelligence, reliability, honesty, leadership and attitudes, abilities, etc., evaluation of actual performance- qualitatively and quantitatively; and evaluation of development and future potential and development by an employee during the period under consideration. Evaluation criteria vary from company to company. There is vast deviation in periodicity of appraisal of employees. Few companies appraise annually, some appraise half-yearly, and a few quarterly; however, annual appraisal is most common among many. Few innovative performance appraisal practices are: - Managerial personnel are allowed to challenge or appeal appraisal decisions made by evaluator. Employee management skills are important in performance appraisal. Personnel department gives a clear instruction of policy and its implementation. Evaluation to be made only on the basis of performance of employee at work. It has also enhanced role clarity in the Organization.

The performance appraisal practice by Dabur India Limited is as follows: The main purpose of performance appraisal system is to evaluate the performance of employee, promote their employees and to make necessary arrangement for their training needs if required. Employees are evaluated by how well they accomplish a specific set of objectives that have been determined to be critical in the successful completion of their job. This approach is frequently referred to as management by objectives. The latest mantra being followed by organizations across the world being – "get paid according to what you contribute" – the focus of most of the organizations is turning to performance management and specifically to individual performance.

The focus of the performance appraisals practice in today's environment is changing by concentrating more on career development relying on the dialogues and discussions with the superiors., Performance measuring, rating and review systems have become more thorough, structured and individual employee specific than before. In India, the performance appraisal

processes are faced with a lot of problems, the most important is the need of quantifiable indicators of the performance. The emergence of following trends related to Performance appraisal practices can be seen in the global Scenario: 360 degree feedback, Team performance appraisal, Rank and yank strategy. 360 Degree Feedback: It is also known as 'multi-rater feedback', where the feedback about the employees' performance comes from all the sources that come in contact with the employee on his job. Team Performance Appraisal: In this method each employee performance is measured as a team member as well as individually. Rank and Yank Strategy: It is also known as up or out policy where the performance appraisal model is prepared in which best-to-worst ranking methods are used to identify and separate the poor performers from the good performers. Then certain plans are chalked out for improvement. Some of the organizations following this strategy are Ford, Microsoft and Sun Microsystems (Ramila Ram Sing 2016).

2.2.2. Performance appraisal practices in Kenya

It is important that staff appraisals do not become an end in themselves. There must be clear an obvious expectations that it, non-performers can expect either to separate with the organization or assisted to develop their weak areas. But how do you deal with the good performers. Performance-related salary progression is one way to incentives good performers. It involves the movement of an individual form one step within the grade to the next (also between grades). It is used on recognition of increased value of the jobholder to the organization and therefore a need to compensate them at commensurate level. Performance-related bonuses are often considered a better alternative for rewarding performance. These are one-off payments and involve any step movements and are not institutionalized. Thus reducing an organizations risk because the organization is rewarding performance that has already been achieved. Bonuses also give management greater control over labor costs, and are motivational because they are based on performance over a specified duration. Another way of rewarding performance is giving an employee a higher level of responsibility and a corresponding authority. This is usually common for a staff that have consistently achieved or exceeded expectations and have the skills required for the higher level. Training would also be provided to expose staff to new skills which would either enhance their performance or would be needed in performing higher responsibilities. Other incentives may include job expansion to parent or sister companies and commendations such as staff of the year award (KimutaiCheruiyot, 2013).

In the 2005 Annual Human Resources Survey launched, it is clear that Kenya Companies continue to place a premium on staff performance management. In line with the current global trend, organizations are seeking to retain staffs who achieve set objectives and appraisals are the commonest basis for performance management. All except one of the organization surveyed this year, for instance indicated that they carry out formal staff appraisals, with annual appraisals being the commonest method of appraising staff performance. A significant number of respondents in the survey said they carry out the formal staff appraisals twice a year. Turning to the approach adopted to appraise staff performance, most if the surveyed organization this year indicated that they base their staff performance appraisals on predetermined targets and objectives (Clear performance standards) that were agreed with the respective staff. Hybrid performance systems that combine set performance standards and personal qualities are also a popular appraisal system with nearly 40% of respondents reporting they applied it. Some respondents indicated they use more than one appraisal system. A survey of performance based compensation schemes in companies listed at the stock exchange found out that there was a complete absence of share ownership schemes and stock options and therefore companies faced difficulties in aligning compensation with performance. Salary does not depend on performance. Most companies considered experience, of the employees as well as education background when setting compensation scheme. The performance of a company influenced the schemes that the companies applied to compensate their employees with only a small number combining both salaries and bonuses Kiarie (2005) conclude therefore that performance is not a major factor while settling compensation schemes for most quoted companies in Kenya.

Contemporary research studies have also linked performance appraisal to performance of employees as Resella, 2011 revealed that performance evaluation practices have a significant and positive impact on the performance of employees. Najeeb (2011) studied Performance Appraisal in Habib Bank Limited and concluded that transparent appraisal system is vital to an organization and the results of the appraisal affect the performance of any employee heavily.

2.3. Empirical review

Performance appraisal sounds simple but researches tell us that it is commonly used in performance feedback and identify individual employee's strengths and weaknesses (Ruddin, 2005). For example, studies were done using a direct effects model to investigate communication openness based on different samples, such as perceptions of 229 workers of public listed

companies in Klang Valley, Malaysia (Sudin, 2011) and perceptions of 133 employees of multinational companies in Malaysia (Darehzereshki, 2013). Outcomes of these studies found that perceived value of outcome and perceived fair treatment had increased when the appraisers able to clearly giving explanations about the appraisal system goals, policies and procedures, as well as adequately providing feedback in determining employee performance scores.

Also another research has broadly analyzed the impact of the social context of performance appraisals on employee reactions to these appraisals (Pichler, 2012). For instance, employees" satisfaction with the performance appraisal process as a whole, the performance appraisal feedback, or employees" evaluations of the perceived quality, justice, and fairness of the performance appraisal regime (Greenberg, 1986: Gupta & Kumar, 2013). Furthermore, employee participation in the performance appraisal process is positively related to the satisfaction with the performance appraisal system, perceived fairness, and acceptance of such a practice (Cawley et al., 1998).

Brown et al. (2010) analyze the relationship between performance appraisal quality measured by clarity, communication, trust, and fairness of the performance appraisal process and job satisfaction and commitment based on a sample of more than 2,300 Australian non-managerial employees of a large public sector organization. They find that employees who report a low performance appraisal quality (lowest levels of trust in supervisor, poor communication, and lack of clarity about expectations, perception of a less fair performance appraisal process) also report lower levels of job satisfaction and commitment.

Furthermore, (Cawley et al., 1998) found that clarity of performance expectations affected the motivation to a great extent. Feedback mechanism and open door policy affected motivation to a great extent. Integrity and fairness affected job perform and employees motivation to a great extent. In addition, distributive fairness affected job performance to a moderate extent. The study found that ideas and innovations, absenteeism/tardiness and timeliness had improved for the last five years. The study found that appraisal motivates staff by clarifying objectives and setting clear future objectives with provision for training and development needs to establish the performance objective. Communication provides employees with the chance of exercising a level of process control. Trust in supervisors is important for determining satisfaction with the appraisal system. Appraisals based on personal traits have little value for providing diagnostic

feedback to employees or for designing training and development programs to ameliorate identified skill deficiencies.

Contemporary research studies have also linked performance appraisal to performance of employees as Resella, 2011 revealed that performance evaluation practices have a significant and positive impact on the performance of employees. Najeeb (2011) studied Performance Appraisal in different organization and concluded that transparent appraisal system is vital to an organization and the results of the appraisal affect the performance of any employee heavily.

CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY

3.1. Introduction

This chapter discusses the practical methods used with the aim of answering the research questions to fulfill the objectives of this research paper. It describes the area of the study, research approaches and design, targeted population, sources of data and collection method, sampling design and sample size determination, instruments of the study, validity and reliability, and methods of data analysis and ethical considerations.

3.2. Research Design and Approaches

The purpose of this research is to assess performance appraisal practices the case of Ethiopian Catholic Secretariat. Considering the purpose of the research and the nature of the phenomenon, the research design planned to be adopted mixed approach consists of both quantitative and qualitative method. The quantitative method was used by considering eighty Four of the population by using census sampling method for the employees of the Ethiopian catholic Secretariat and questionnaires will be distributed to the respondents. Qualitative method will be used by conducting review of literatures, different books, magazines and articles with similar topics. Once all the required data will be collected, it has been processed, and analyzed by using Statistical Package for the Social Sciences, (SPSS).

3.3. Study Population

3.3.1. Population

The target populations of the study are entire employees of ECS who works in Addis Ababa. The total populations of the study are eighty four employees which are composed of all departments, which are spread across the management level, senior non-management staff, middle level staff and junior staff.

3.4. Source and Types of Data

3.4.1. The Primary Sources of Data

The primary data was used as the main sources of information and data was collected from employees of ECS through structured questionnaires.

3.4.2. The Secondary Sources of Data

Secondary data was additional source of information which was gathered by reviewing different literatures which relates with the research topic. The sources of these related literatures are internet, books, journals, and prospectus and published materials of ECS, which were extensively reviewed as a reference.

3.5. Methods of Data Collection

Since mixed methods research was used in this study combination of survey method used. With respect to the application of survey method, questionnaire was used. The questionnaire was self-developed by the researcher in reference with the concepts from the review of related literature and research studies conducted in previous years. The questionnaire is pretested before the actual collection of data to determine if the questions made sense to respondents and to identify the problem that might lead to biased answers. The questionnaire is divided into two parts: the first part has consisted of respondent's demographic characteristics which include gender, age, and marital status, level of education, department and work experience. The second part has addressed the opinion of employees about their performance appraisal practice in the organization. The level that best represent employee's overall opinion is presented with a 5 point Likert Scale ("Strongly Agree" = 5, "Agree" = 4, "Neither Agree nor Disagree" = 3, "Disagree" = 2, and "Strongly Disagree" = 1) There was no yes or no question as well as both open and close end question. An interview will also `be conducted with HR heads. This is also important to get qualitative data regarding the practice of performance Appraisal and verify data secured using questionnaire.

3.6. Data Collection Procedure

Primary data was collected through the use of self-administered questionnaires. This method of data collection has its own advantage because of low cost, it was also proven to be free from bias of the respondents, it also gave the correspondence adequate time to give well thought answers and to involve large number of sample audience as well the results were more dependable and reliable (Kothari, 2004). The questionnaire contained structured questions using a method of Likert Scale ranging. To improve the response rate, there was a cover letter explaining the reasons for the research, why the research is important, why the subjects was selected and a guarantee of the respondents" confidentiality will provided. Before distributing the questionnaire permission was obtain from department manager and every respondent.

3.7. Data Analysis and Interpretation

The researcher collected quantitative data. Respondents were asked to rate their satisfaction with various aspects of their job along a 5-point Likert- type of scale, ranging from 1= disagree very much to 5= Agree very much. It was then coded and edited to have the required quality, accuracy, consistency and completeness. The data was then entered into a database and analyzed using a statistical package for social science (SPSS). Descriptive statistical results were offered by table's frequencies distributions and percentages to provide a considerable picture for the data. This is achieved through summary statistics, which includes the mean, standard deviations values which are computed for each variable in this study. The qualitative data obtained through interview was also interpreted in combination with the data secured by questionnaire.

3.8. Validity and Reliability

3.8.1. Validity

The issue of validity is the most important concept that researchers are required to deal critically with. The design of the measuring instrument must be valid so that the collected data will lead to sound conclusions. If research is invalid (as a result of a poor instrument), then it is worthless (Cohen et al., 2007:133). Validity is the extent to which the measuring instrument (e.g., a questionnaire) we are using essentially measures the characteristic or dimension we intend to

measure (Leedy & Ormrod, 2001:98). This implies, if a questionnaire designed to assess the practices of performance appraisal.

In this research validity was addressed as follows:

Content validity, as defined by Cohen et al. (2007) is a form of validity that refers to the extent to which the measuring instrument (e.g., test, questionnaire) shows that it fairly and comprehensively covers the domain or items that it purport to cover. Thus, in the context of the present study, content validity was concerned with the degree to which the designed questionnaire items fairly and accurately represented the main variables discussed in literature reviews. These variables included ongoing performance appraisal feedback, Appraisers knowledge, employee's communication practice, employee's attitude about performance appraisal, employee's participation on PAS. The content validity was designed on the basis of previous studies, questionnaires and review of related literatures. Face validity refers to the appearance of the test items. It is where, on the surface, the measuring instrument (test) appears, at face value, to test what it is designed to test (Balnaves & Caputi, 2001; Birmingham & Wilkinson, 2003). Like content validity, face validity cannot be checked using statistical significance tests. It is based on subjective judgment. In this study the face validity was judged by the advisor.

3.8.2. Reliability

Reliability, as defined by Cohen, et al. (2007), is the consistency, dependability and reliability of the measuring instrument over time, and with the same respondents. It is the extent to which the measuring instrument yields consistent and accurate results when the characteristic being measured remains constant (Leedy & Ormrod, 2001). One means of increasing the reliability of the instrument is the inclusion of more items in the questionnaire. In this study, the researcher ensured that there were enough items per construct. In order to determine the reliability of the questionnaire in the study, Cronbach alpha will be computed for each of the main independent variables (the entire questionnaire). This is a measure of the internal consistency of the questionnaire. The reliabilities (Cronbach alpha) were .814. Which exceeds the widely accepted minimum standard of internal consistency of .07? This means that the measurement scales in this paper were reliable.

Table 3.1 Reliability Test

Cronbach's alpha	No of Item
.814	48

Source Own survey, 2018

3.9. Ethical Consideration

This research work strictly adheres to the ethical principles with respect to the data used in the work. First, revisiting the literature all the ideas and concepts taken from other scholars are acknowledged. Secondly, the data obtained through questionnaire from employees also remain confidential as stated on the questionnaire. Moreover, the information secured through an interview with the HR staff was only used for the purpose of the research and the recording or the written notes will not pass to the third party at any circumstances.

CHAPTER FOUR: DATA ANALYSIS AND INTERPERTATION

This chapter discusses the results and interpretations of the primary data which is gathered through the structured questioner. The first part presents the demographic analysis, the process through which the result obtained and the background of the respondents. As per the sampling design eighty four questionnaires were distributed. After receiving the questionnaires a thorough verification process was done before going to further analysis to check for completeness and consistency of the questionnaires. From the total distributed questionnaires eighty four out of this 75(93%) questionnaire were found to be completed correctly and used for further analysis. The statistical method of analysis which is applied to test the results is such as descriptive analysis through SPSS version 20.

4.1 Demographic Profile of Respondents

Demographic profile (Gender, Age, Educational qualification, Current position, and Work experience) of respondents. This was analyzed to ascertain the demographic characteristics of the respondents used for the current study

Table 4.1. Demographic Profile of Respondents

No.	Item	Responses	Frequency	Percent (%)
1	Gender	Male	38	50.7
		Female	37	49.3
		Total	**75**	**100.0**
2	Age	Below 25	-	-
		25-35	35	46.7
		36-45	20	26.0
		46-55	15	20.7
		Above 55	5	6.6
		Total	**75**	**100.0**
3	Educational qualification	Diploma	23	30.67
		Degree	41	54.67
		Masters	11	14.66
		Total	**75**	**100.0**
4	Current position	Managerial	6	6.6
		Non managerial	53	72.1
		Other	16	21.3

			75	100
5	Work Experience	Less than 1 Year	-	-
		2-5 Year	25	33.3
		6-10 Year	22	29.3
		Above 10 years	28	37.4
		Total	**75**	**100.0**
6.	Basic Salary	Less than 5000	11	14.67
		5001-10000	21	28.00
		Above 10000	43	57.33
		Total	**75**	**100.00**

Source Own survey, 2018

The demographic profile considered in this research includes gender, age, educational qualification, current position and work experience. Position and to establish whether this will have an impact on performance. The findings are presented here below in the table. Frequencies and percentages were calculated.

The table above shows that 38(50.7%) of the respondents were male while 37(49.3%) of them were female. It means out of the total employees in the organization half of employee male and the rest half were female. It implies that there is a fair job opportunity to both sexes. Regarding to the age category of the respondents, the majority of the respondents 35(46.7%) were between the age of 25 and 35, 20(26%) between 36-34 years, 15(20.7%), 46-55years and 5(6.6%) above 55 years. From this data one can conclude that the majority of employees 55(72.7%) were in there production year in which ECS the opportunity to achieve its strength goals using its energetic work force.

The table shows the education qualifications of the respondent, accordingly 23(30.67%) are diploma holders, 41(54.67%) are degree holders and 11(14.66%) have MA degree. This shows that 52(69%) of employees hold degree and advanced degrees it is implied that ECS staffed with knowledge task force to who have capacity to perform its task effectively and efficiently. Regarding to the current positions of employees at ECS, the majority is Non managerial and which accounts 53(72.1%). The remain 16(21.3%) and 6(6.6%) are managerial and others respectively. The table also elaborates the work experiences of respondents served at ECS.Based on this majority of the respondents worked at the organization for more than 10 years it accounts

28(33.3%) of the total respondents. Thus, this indicates that the organization has large number of experienced work-force who worked longer. This in return shows that the employee's performance appraisal practices were maintaining employees for the long period.

From the table above it is observed that out of 75 respondents, 11 (14.67%) of the respondents get paid a monthly salary of less than 5,000 birr (ETB), 21(28.0%) of the respondents get paid an amount ranging between 5,001 to 10,000 birr, 43 (57.33%) of the respondents are paid more than10,500 birr.

4.2. Data Analysis and Interpretation

In this section the descriptive analysis was presented, the researcher used frequency, percentage, mean and standard deviation to show the result obtained from the primary source.

Table 4.2.1.Ongoing Performance appraisal Feedback

No	Statement		frequency	Percent	Mean	Std.
1.	There is a clear performance evaluation system and criteria are known by Employer.	Strongly disagree	21	28.0	**2.77**	1.33
		Disagree	9	12.0		
		Neutral	15	20.0		
		Agree	26	34.7		
		Strongly agree	4	5.3		
		Total	**75**	**100**		
2.	I receive weekly, quarterly, monthly…etc. and timely performance feedback from my supervisor beside the annual performance review.	Strongly disagree	26	34.7	2.52	1.33
		Disagree	15	20.0		
		Neutral	3	4.0		
		Agree	31	41.3		
		Strongly agree	-	-		
		Total	**75**	**100**		
3.	The information provided by my supervisor during my performance feedback is accurate.	Strongly disagree	13	17.3	2.89	1.22
		Disagree	13	17.3		
		Neutral	26	34.7		
		Agree	15	20.0		
		Strongly agree	8	10.7		
		Total	**75**	**100**		
4.	The performance feedback I receive helps me to improve my job performance and to attain my goals.	Strongly disagree	3	4.0	3.28	.92
		Disagree	16	21.3		
		Neutral	17	22.7		
		Agree	35	46.7		
		Strongly agree	4	5.3		

		Total	**75**	**100**		
5.	The feedback I get helps me to gain insight about my weakness and strength.	Strongly disagree	2	2.7	3.28	.923
		Disagree	14	18.7		
		Neutral	24	32.0		
		Agree	31	41,3		
		Strongly agree	4	5.3		
		Total	75	100		
6.	I receive specific and accurate feedback from my Supervisor on my past performance	Strongly disagree	5	6.7	3.13	1.22
		Disagree	25	36.0		
		Neutral	5	6.7		
		Agree	29	38.6		
		Strongly agree	9	12.0		
		Total	**75**	**100**		
7.	ECS need to accommodate performance evaluation best practice from other international NGOs	Strongly disagree	6	8.0	3.77	1.46
		Disagree	18	24.0		
		Neutral	-	-		
		Agree	14	18.7		
		Strongly agree	37	49.3		
		Total	75	100		
	Aggregate Mean				**3.09**	**1.2**

Source: Survey 2018

From the table 4.2.1. Respondent's response showed that 28% of the respondents strongly disagreed by there is a clear performance evaluation system and criteria are known by Employe.12 % of the respondents are disagree, 20% neutral means they are not decide, 34.7 % are agree and only 5.3% are strongly agree whether there is a clear performance evaluation system and criteria which is known by the employer or not. About the same table of item two, I receive weekly, quarterly, monthly…etc. and timely performance feedback from my supervisor beside the annual performance review. The respondent's response is 34. % is strongly disagree, 20% disagree, 4.0% neutral, and 31.3 % were agree. The information provided by my supervisor during my performance feedback is accurate. For Item three that is the information provided by my supervisor during my performance feedback is accurate the responses showed that Strongly disagree 17.3%, disagree 17.3%, Neutral 34.7%, Agree 20.0% and Strongly agree 10.7%. For the question the performance feedback I receive helps me to improve my job performance and to attain my goals. The responses of the respondent was strongly disagree 4.0%, disagree 21.3%, Neutral 22.7% Agree 46.7%, strongly agree 5.3. From the same table, the feedback I get helps me to gain insight about my weakness and strength the answer of the respondents was Strongly disagree 2.7%, disagree 18.7%, Neutral 32.0%, Agree 41.3%, Strongly agree 5.3%. In the same

table for the question I receive specific and accurate feedback from my Supervisor on my past performance, the respondent's response was strongly disagree 6.7%, disagree 36.0%, Neutral 6.7% Agree, 38.6%, Strongly agree 12.0%. In the same table, table 4.2.1. For item number 7 the response of the respondents was strongly disagree 8.0%, disagree 24.0%, Agree 18.7%, and strongly agree 49.3%.

Table 4.2.2. Performance Appraisal practices

No	Statement		frequency	Percent	Mean	Std.
1.	Performance appraisal is linked with salary increase and payment.	Strongly disagree	29	38.7	**2.12**	1.29
		disagree	30	40.0		
		Neutral	5	6.7		
		Agree	8	10.7		
		Strongly agree	3	4.0		
		Total	75	100		
2.	Employees' contribution for performance appraisal development	Strongly disagree	23	30.7	2.25	1.27
		Disagree	34	45.3		
		Neutral	-	-		
		Agree	12	16.0		
		Strongly agree	6	8.0		
		Total	75	100		
3.	The performance appraisal serves the basic of Employees job satisfaction	Strongly disagree	30	40.0	1.97	1.02
		Disagree	27	36.0		
		Neutral	8	10.7		
		Agree	10	13.3		
		Strongly agree	-	-		
		Total	75	100		
4.	I receive annual bonus based on my performance.	Strongly disagree	30	40.0	3.61	1.81
		Disagree	19	25.3		
		Neutral	5	6.7		
		Agree	19	25.3		
		Strongly agree	2	2.7		
		Total	75	100		
5.	Achievements of goals are not necessarily recognized for PA result	Strongly disagree	9	12.0	3.08	1.17
		Disagree	15	20.0		
		Neutral	18	24.0		
		Agree	27	36.0		
		Strongly agree	6	8.0		
		Total	75	100		
6.	Employee participation is not dependent on performance appraisal result.	Strongly disagree	3	4.0	3.22	1.08
		Disagree	23	30.7		
		Neutral	8	10.7		
		Agree	36	48.0		

		Strongly agree	5	6.7		
		Total	75	100		
	Aggregate mean				**2.70**	**1.27**

Source: Survey 2018

Based on the table 4.2.2 above for item 1 the respondents gave their response to the item of Performance appraisal is linked with salary increase, and the respondents shows that Strongly disagree 38.7%, disagree 40.0%, Neutral 6.7%, Agree 10.7%, Strongly agree 4.0%. Based on this results of the respondents salary increment and is not depends on their results of performance evaluation. For item two Performance appraisal has any contribution to performance appraisal development their response is strongly disagree 30.7%, disagree, 45.3%, Agree, 16.0%, strongly agree 8.0%. For item three the performance appraisal serves the basic of Employees satisfaction the answer of the respondents was strongly disagree 40.0%, disagree 36.0%, that means performance appraisal result is not basis for their satisfaction and 10.7% remain neutral, Agree 13.3% only. For item four, I receive annual bonus based on my performance the respondent's response was strongly disagree 40.0%, disagree 25.3%, it is around 65% of the respondents are not agreed or they are not receive annual bonus based on their results of evaluation, Neutral 6.7%,Agree 25.3%, Strongly agree 2.7%. For item five Achievements of goals are not necessarily recognized for performance appraisal result. Respondents answer is strongly disagree 12.0% disagree 20.0%, Neutral 24.0%, Agree 36.0%, strongly agree 8.0%. According to this answer of respondents majority of them are agreed with the idea and only few of them are not agreed. For item six of the same table employee participation is not dependent on effective performance appraisal of employees for this the respondents try to response as follows Strongly disagree 4.0%, disagree 30.7%, Neutral 10.7%, Agree, 48.0% and Strongly agree 6.7%. based on the answer of the respondents employees participation in the organization is not depends on effective performance appraisal ,this may be the organization use different criteria for employees participation with regard to performance evaluation practice.

Table 4.2.3. Appraisers Knowledge of Performance Appraisal System

No	Statement		Frequency	percent	Mean	Std.
1.	The PAS is quarterly/monthly, biannually conducted by immediate boss	Strongly disagree	13	17.3	**2.96**	1.2
		disagree	9	12.0		
		Neutral	27	36.0		
		Agree	23	30.7		
		Strongly agree	3	4.0		
		Total	75	100		
2.	The appraiser knows enough about the PA to appraise me.	Strongly disagree	11	14.7	2.90	1.12
		disagree	14	18.7		
		Neutral	25	33.3		
		Agree	21	28.0		
		Strongly agree	4	5.3		
		Total	75	100		
3.	Supervisor sometimes makes shadow/ hidden evaluation	Strongly disagree	12	16.0	2.64	1.12
		disagree	24	32.0		
		Neutral	23	30.7		
		Agree	11	14.7		
		Strongly agree	5	6.7		
		Total	75	100		
4.	After evaluation the supervisor comments become to improve my performance	Strongly disagree	21	28.0	2.52	1.17
		disagree	15	20.0		
		Neutral	18	24.0		
		Agree	21	28.0		
		Strongly agree	-	-		
		Total	75	100		
5.	I am satisfied with the way the appraiser conducted my performance review	Strongly disagree	17	22.7	2.57	1.19
		disagree	25	33.3		
		Neutral	6	8.0		
		Agree	27	36.0		
		Strongly agree	-	-		
		Total	75	100		
6.	Unqualified supervisor rates my work	Strongly disagree	16	21.3	2.44	1.08
		disagree	28	37.3		
		Neutral	13	17.3		
		Agree	18	24.0		
		Strongly agree	-	-		
		Total	75	100		
	Aggregate mean				**2.67**	**1.14**

Source: Survey 2018

According to table 4.2.3 the respondents responses to item 1, that is The PAS is quarterly/monthly, biannually conducted by immediate boss. The answer of the respondents was

strongly disagree 17.3%, disagree 12.0% Neutral 36.0% Agree 30.7%, strongly agree 4.0%. Based on this responses of the respondent majority of them are neutral that means they have not knowledge who is conducting the appraisal and small number of respondents answer they are strongly agree because it is conducted by their immediate boss monthly or annually. In addition to that responses to item 2,the appraiser knows enough about the PA to appraise me. Strongly disagree14.7%, disagree 18.7%, Neutral 33.3%, Agree28.0%, and strongly agree 5.3%this indicates that even though the number of indifferent respondents are insignificant it may indicate that there is still some gap which need to be figured out. It can be inferred that most of the ratters' do have equal knowledge about the PA to appraise them. The other question which is answered by the respondents is Supervisor sometimes makes shadow/ hidden evaluation. The answer of the respondent's is strongly disagree 16.0%, disagree 32.0%, Neutral 30.7, Agree 14.7%, Strongly agree6.7%. According to this result the supervisors does not make hidden or shadow evaluation. For item number four from the table 4.2.3 respondent's response is strongly disagree, 28.0%, disagree 20.0%, Neutral 24.0%, and Agree 28.0%.According to this result the supervisors are not given comment for employees to them to improve their performance. For item five of table 4.2.3. I am satisfied with the way the appraiser conducted my performance review. The answer of the respondents also strongly disagree 22.7, disagree 33.3, Neutral 8.0%, Agree 36.0%. Based on this more than half of the respondents are not satisfied with the appraisers performance review. The other question which is provided for the respondents was unqualified supervisor rates my work, for this the answer of respondents Strongly disagree and disagree 21.3 %   and 37.3% respectively, that means they are agreed that their supervisors are qualified and Neutral 17.3%, the remain 24.0% Agree because their supervisors are unqualified to rate their works.

Table 4.2.4. Inside ECS and Employees Communication Practice

No	Statement		frequency	Percent	Mean	Std.
1.	The PAS provide me an opportunity to communicate with the supervisors to facilitate my job performance.	Strongly disagree	13	17.3	2.86	1.13
		disagree	14	18.7		
		Neutral	18	24.0		
		Agree	30	40.0		
		Strongly agree	-	-		
		Total	75	100		
2.	There is a two way communication	Strongly disagree	4	5.3	2.70	0.88

	with both managers and employees for expressing their views.	disagree	31	41.3		
		Neutral	23	30.7		
		Agree	17	22.7		
		Strongly agree	-	-		
		Total	75	100		
3.	I find difficult to discuss work issues with my manager.	Strongly disagree	4	5.3	2.65	0.86
		disagree	33	44.0		
		Neutral	23	30.7		
		Agree	15	20.0		
		Strongly agree	-	-		
		Total	75	100		
4.	ECS has an open policy to communicate upward, down ward and horizontally	Strongly disagree	13	17.3	2.69	1.16
		disagree	26	34.7		
		Neutral	7	9.3		
		Agree	29	38.7		
		Strongly agree	-	-		
		Total	75	100		
5.	The PAS helps both employees and employer to communicate about the overall ECS business plans and goals.	Strongly disagree	9	12.0	2.88	0.97
		disagree	13	17.3		
		Neutral	31	41.3		
		Agree	22	29.3		
		Strongly agree	-	-		
		Total	75	100		
6.	My supervisor discusses regularly my job performance with me.	Strongly disagree	22	29.3	2.66	1.30
		disagree	10	13.3		
		Neutral	18	24.0		
		Agree	21	28.0		
		Strongly agree	4	5.3		
		Total	75	100		
	Aggregate Mean				**2.74**	**1.05**

Source: Survey 2018

About Table 4.2.4. Inside ECS and Employees Communication Practice, respondent's response for each items illustrated as follows. For item 1that is the PAS provide me an opportunity to communicate with the supervisors to facilitate my job performance the responses of respondents strongly disagree 17.3%, disagree 18.7%, Neutral 24.0%, Agree 40.0%.That means majority of the employees of the organization is satisfied by the communication practices of the Ethiopian Catholic Secretariat and employees. About item two of the same table majority of the respondents are not satisfied by the two way communication between managers and employees of the organization for which the responses of respondents was, strongly disagree 5.3% and disagree 41.3% and the remain Neutral 30.7% means they have not clear with the two ways

communication of the organization and only 22.7% of the respondents Agree with the communication practise of the organization. For item three respondents answer was strongly disagree 5.3%, disagree 44.0%, Neutral 30.7, and Agree 20.0%. According to the responses of the majority of the respondents there are no difficulties to discuss work issues with my manager. The other question which is forwarded to the respondents is ECS has an open policy to communicate upward, down ward and horizontally. The answer of the respondents was strongly disagree 17.3%, disagree 34.7%, Neutral 9.3% based on this more than 60% of the employees are believed there is no open communication policy in the organization and the remain 38.7% was Agree with the communication policy of the organization. Item five of the table says the PAS helps both employees and employer to communicate about the overall ECS business plans and goals. For this majority of the respondents 41.3% are neutral and the other 29.3% agree and 29.3% disagree. The sixth of the table say my supervisor discusses regularly my job performance with me. For this the responses of the respondents was strongly disagree 29.3%, disagree 13.3%, Neutral 24.0%, Agree 28.0% and Strongly agree only 5.3%.

Table 4.2.5. Employees Attitudes about the Performance Appraisal

No	Statement		frequency	percent	Mean	Std.
1.	I trust the PAS in my organization is rational and fair.	Strongly disagree	11	14.7	2.73	1.21
		Disagree	29	38.7		
		Neutral	9	12.0		
		Agree	21	28.0		
		Strongly agree	5	6.7		
		Total	75	100		
2.	I get fair and transparent feedback from my supervisor.	Strongly disagree	10	13.3	2.81	1.15
		Disagree	24	32.0		
		Neutral	15	20.0		
		Agree	22	29.3		
		Strongly agree	4	5.3		
		Total	75	100		
3.	The performance evaluation system is not fair and transparent.	Strongly disagree	2	2.7	3.46	1.11
		Disagree	18	24.0		
		Neutral	11	14.7		
		Agree	31	41.3		
		Strongly agree	13	17.3		
		Total	75	100		
4.	I evaluated fairly according to the setting standards without	Strongly disagree	11	14.7	2.80	1.06
		Disagree	18	24.0		

					Mean	SD
	subjectively and biased	Neutral	21	28.0		
		Agree	25	33.3		
		Strongly agree	-	-		
		Total	75	100		
5.	The Existing Performance appraisal system is participatory and satisfactory	Strongly disagree	14	18.7	2.61	1.01
		Disagree	16	21.3		
		Neutral	30	40.0		
		Agree	15	20.0		
		Strongly agree	-	-		
		Total	75	100		
6.	I am satisfied with the performance evaluation system.	Strongly disagree	12	16.0	2.80	1.09
		Disagree	27	36.0		
		Neutral	23	30.7		
		Agree	12	16.0		
		Strongly agree	1	1.3		
		Total	75	100		
7.	Employees are only evaluated based on their job description.	Strongly disagree	12	16.0	2.56	1.08
		Disagree	31	41.3		
		Neutral	10	13.3		
		Agree	22	29.3		
		Strongly agree	-	-		
		Total	75	100		
	Aggregate Mean				**2.82**	**1.10**

Source: Survey 2018

The above table 4.2.5. Was about Employees Attitudes about the Performance Appraisal for which seven items or questions was raised for respondents? The first item was I trust the PAS in my organization is rational and fair. The respondents answer for this question was 38.7% disagree and 14.7% strongly disagree that means majority of the employees of the organization believe that PAS in the organization is not fair and rational. 28.0%of the employees believe there is fair and rational PAS in the organization and 12.0% of them are neutral. The second item of table 4.2.5 was I get fair and transparent feedback from my supervisor. The answer of the respondents was Strongly disagree13.3%, disagree 32.0% that means around 45% of the employees of the organization are not satisfied because they have not get fair and transparent feedback from their supervisor's. 20.0% of the respondents were neutral means they are not clear with the practice. 29.3% and 5.3% of the respondents respectively believed they get fair and transparent feedback from their supervisors. Item three of the table says the performance evaluation system is not fair and transparent for this only 2.7% of the respondents are strongly disagree and 24.0% of the respondents were disagree that means they believed that there is

transparent and fair PA system in the organization. 14.7% of the respondents remain Neutral, and majority of the respondents agree because the evaluation system of the organization is not fair and transparent and they account Agree 41.3% and strongly agree17.3% respectively. Item four was I evaluated fairly according to the setting standards without subjectively and biased. The answer of the respondents for this question is strongly disagree14.7%, Disagree 24.0%, Neutral 28.0% Agree 33.3%. According to this majority of the employees believed that there are biased and subjective evaluation practices in the organization. Item five contains the question that the existing performance appraisal system is participatory and satisfactory. The answer of the respondents for the question was strongly disagree 18.7%, disagree 21.3%, Neutral 40.0% and 20.0% Agree. Based on this only 20% of the employees of the organization are satisfied and that believed that the appraisal system of the organization is participator. From the table above table item six says I am satisfied with the performance evaluation system. For this the answer of the respondents was strongly disagree 16.0%, disagree 36.0%, Neutral 30.7%, Agree 16.0% and strongly agree 1.3% based on this majority of the employees of the organization are not satisfied with the evaluation system of the organization. Item seven of the table says the Employees are only evaluated based on their job description. For this question majority of the respondents are disagree and they believed that they are not evaluated only based on their job description and they accounts strongly disagree 16.0% and Disagree41.3% and 13.3 % of the respondents are Neutral and 29.3% of the respondents were believed they are evaluated based on their job description.

Table 4.2.6. Employee's participation on Performance appraisal system

No	Statement		Frequency	percent	Mean	Std.
1.	I personally involved in the process of setting objectives and targets of my future Performance	Strongly disagree	21	28.0	2.76	1.40
		Disagree	15	20.0		
		Neutral	6	8.0		
		Agree	27	36.0		
		Strongly agree	6	8.0		
		Total	75	100		
2.	Participating in the PAS motivate me, because it make me feel I am part of the organization	Strongly disagree	5	6.7	2.92	1.02
		disagree	23	30.7		
		Neutral	24	32.0		
		Agree	19	25.3		
		Strongly agree	4	5.3		

		Total	75	100		
3.	Only supervisors make performance evaluation	Strongly disagree	11	14.7	2.97	1.16
		disagree	18	24.0		
		Neutral	8	10.7		
		Agree	38	50.7		
		Strongly agree	-	-		
		Total	75	100		
4.	There is a team evaluation system at ECS	Strongly disagree	15	20.0	2.34	1.04
		disagree	36	48.0		
		Neutral	16	21.3		
		Agree	8	10.7		
		Strongly agree	-	-		
		Total	75	100		
5.	I would prefer my performance to be evaluated by with aid of technology than supervision is involved.	Strongly disagree	6	8.0	3.17	1.25
		disagree	20	26.7		
		Neutral	19	25.3		
		Agree	15	20.0		
		Strongly agree	15	20.0		
		Total	75	100		
6.	Employees are involved in decisions making regarding the PAS process	Strongly disagree	15	20.0	2.32	.97
		disagree	33	44.0		
		Neutral	15	20.0		
		Agree	12	16.0		
		Strongly agree	-	-		
		Total	75	100		
7	I have got the opportunity to participate in the design of the performance evaluation form used to measure my performance.	Strongly disagree	14	18.7	3.53	1.76
		disagree	32	42.7		
		Neutral	19	25.3		
		Agree	10	13.3		
		Strongly agree	-	-		
		Total	75	100		
	Aggregate Mean				**2.85**	**1.17**

Source: Survey 2018

Based on table 4.2.6 above the responses to item one is 44.0% of the respondents agreed that they personally involved in the process of setting objectives and targets of their future Performance.8.0% remain neutral and 28.0strongly disagree and 20.0Disagree. That means majority of the respondents are not involved in the process of setting objectives and targets of their performance. Employee's participation in the setting of objectives of the organization is not satisfied them, then it needs improvement. Item two of the table says Participating in the PAS motivate me, because it make me feel I am part of the organization. For this question they responds as follows.6.7% of the respondent's strongly disagreed, 30.7% disagree this indicates

that some employees are not participating in the PAS of the organization and because of this they are develop belongingness of the organization. 25.3% of the respondents are agree, 5.3% strongly agree around 30.6 % of the employees of the organization believed that they are the parts of the system and the remain 32.0% Neutral. The other question which is raised for the respondents under Item three was, only supervisors make performance evaluation. The answer of the respondents were strongly disagree 14.7%, disagree 24.0%, Neutral10.7%, Agree 50.7%. According to their response most of the time performance evaluation of the organization is conducted by supervisors. The response for item four was disagree 48.0% means they believed that there is no group evaluation system, Agree 10.7% and they believed that there is group evaluation that practiced in the organization and 21.3% remain Neutral. Item five of the same table shows that the intention of employees when the organization implements technology for the evaluation of employees performance. For this their response was 8.0% of them are strongly disagree, 26.7% disagree, 20 % agree, again the other 20% strongly agree and the remain 25% neutral. Item six employees are involved in decisions making regarding the PAS process. The answer of the respondents was. Strongly disagree20.0%, Disagree 44.0%, Neutral 20.0%, and Agree16.0%. Based on the answer of the respondents we can understand that the participation of employees in decision making is not satisfied majority of the respondents, because only 16.0% are satisfied and the remain 20% are neutral. For item seven, I have got the opportunity to participate in the design of the performance evaluation form used to measure my performance. The answer of the respondents strongly disagree 18.7%, disagree 42.7%, Neutral 25.3% and Agree 13.3%. Based on these responses of the respondents the participation of employees in the designing of performance evaluation is very low or the organization does not giving chances to employee's to participate in the designing of performance appraisal.

CHAPTER FIVE: SUMMARY, CONCLUSIO AND RECOMMENDATIONS

Introduction

This chapter consists of summary of the major findings, conclusion drawn and recommendations forwarded on the basis of the findings.

5.1. Summary of Findings

The major purpose of this study was to assess performance appraisal practice the case of Ethiopian Catholic Secretariat. Accordingly, based on the discussion and data interpretation undertaken in the previous chapter, the following summaries of finding are derived. Most of the respondents were unsatisfied with the performance appraisal practices of the organization. The employees have the knowledge about the existence of formal PA in the organization.

All supervisors of the office are responsible to conduct performance evaluation. Majority of the respondents believe that PA in the ECS is a one way communication. Majority the respondents agreed that performance appraisal has value not only the organization but also for individuals. Employees have low opportunity to participate in designing performance evaluation form. Both appraiser and appraise agree that the use of PA is not only for personnel people but also for individual employee and for the organization.

The analysis of the survey responses has revealed that according to the employees, Performance appraisal practices are implemented in the organization. The system is a worthwhile tool; it motivates staff and improves their performance. The organizations appraisal also includes the vast majority of effective performance appraisal objectives. While the system has its flaws and needs a lot of improving to get it to where it needs to be, it is going in the right direction and has some positive results.

The raters who monitor and evaluate employee's performance have adequate knowledge as well as potential on the contrary, but raters did not identify actual performance gap and suggest feedbacks to the rate's from this the researcher summarized that even though they are good enough for apprising performance proper feedback consideration has not been given at all.

5.2. Conclusions

The main objective of the study was to assess the practice of performance appraisal in Ethiopian Catholic Secretariat. The study targeted a total of eight four respondents and seventy five respondents responded and returned their questionnaires contributing to 95% response rate. The data was collected using structured questionnaires. The data was analyzed into frequency distribution, percentages, mean and standard deviation using the Statistical Package for Social Sciences (SPSS). The data was presented using tables. Respondent from different age group, educational background, and year of experience are represented in the data collected.

From the summary of the findings and based on the objectives of the study the researcher draw the following conclusion concluded.

To conclude, Performance appraisal is implemented in ECS but it is difficult to say that information generated through performance appraisal is used to diagnose the problem of both employees and organization. And majority of employee's response regarding to employee's performance appraisal practices was not satisfied. The factors of PA, ongoing feedback, performance appraisal practice, appraisers' knowledge, continuous and open communication, employee attitude about PA, employee participation on PA are not well practiced in the organization. Ethiopian Catholic Secretariat is not providing opportunities to their employees to participate in the design of form used to evaluate their employees' performance. The form used for evaluation is not customized on the basis of their job characteristics.

The criteria/instrument to measure the performance of employees is not clearly defined and is not Objective oriented. Beside to that the performance appraisal is not on the base of employees' accomplishments and achievements.

5.3 Recommendations

The findings have revealed numerous potential weaknesses that are preventing the practices of the system that could. The organization needs to improve the performance appraisal practice accordingly if it is to be successful in carrying out its objective. Based on the results of the study, the following recommendations have been drawn for the organization to make their appraisal system more effective.

- ECS need to use the performance appraisal to help employees to improve their job. For such purposes, they should develop policy which enhances the improvement of employees' job. Hence, ECS need to do a lot to minimize the risk of the existing scenario of weak relationship, between subordinate and supervisors which emanated from the problem of PA. Creating transparency within the system of PA, attaching the PA with motivations, and providing tanning to both rater and ratee can create an inviting atmosphere of working system. In order to sow and cultivate the fruit of PA in a way it maximizes (strengthens) the relationship of both subordinates and supervisors, continuous and transparent evaluations of levels of employees' performance is an essential measure that needs to be taken

- Performance appraisal system should involve an open communication where both managers and employees have clear understanding on the process, purpose and problems of the appraisal, and it helps to identify what improvement need to be done by communicating with employees. This will be done by providing a discussion session, workshops, and other communication methods with employees.

- Employees should participate in the designing of the performance appraisal system; it helps the appraisal to reach it potential and to be benefited to all involved there needs to be a higher level of employee involvement in the system than there is at present. Thus providing various opportunities for employee's to participate in the PAS process and giving training to help them to understand about the PAS, so they have known how in the PAS process.

- Ongoing feedback should be given to employees regularly and must be accurate. Schedule should be developed in the planning stage of the PAS to provide regular

feedbacks; it may be weekly or monthly. Performance appraiser should be well trained about how to conduct evaluation accurately.

- ECS should use PA for the improvement of their employees' performance by developing policy that guides and create opportunities, for coaching, training and development programs, which can improve the performance of employees in their respective institutions.

5.4 Suggestion for Future Research

This research provides an over view on assessment of performance appraisal practice, the review of literature including over view of the definition and practices of PA. This study focused on analyzing the practice that occurred on the performance of employees by utilizing different evaluation methods. One of the suggestions for further study would be analyzed the population by using different test instruments and compare the results with this study. In addition, this research is conducted in the Ethiopian catholic Secretariat. It would be interesting to conduct this study at other institutions that do have branches and to compare the results with those derived from this study. The study could be conducted at private organizations, and other government institutions to see if similar relationships or trends can be identified.

Finally, In the future, conducting similar research across service and manufacturing industry may assist in identifying prevalent trends or relationships. The results of this study will help policymakers, human resource managers and practitioners for better understand the issues surrounding employees and to provide results that may be useful as they seek to improve rates.

REFERENCES

Aguinis H. (2009**).** Performance management. 2nd edition. Upper Saddle River, NJ: Pearson Prentice Hall.

Anonymous, (1998**),** Performance appraisal systems could do better, Management Today, P. 12, London, April.

Antonioni, D. (1999**),** Predictors of upward appraisal ratings, Journal ofManagerial Issues, Vol. 11, No. 1, pp. 26-36.

Archer, N. (2002), Performance Appraisal: a UK based company (No date),[Online]. Available: www.performance-appraisal.com/basic.htm. [Access: June2002].

Armstrong, M. and Baron, A. (1998), Performance Management: The NewRealities, London: Institute of Personnel and Development.

Arthur, J. B. (1994), Effects of Human resource systems on manufacturingperformance and turnover, Academy of Management Journal, Vol. 37, pp.670-687.

Baird, L. and Meshoulam, I. (1988), Managing two fits of strategic human resourcemanagement, Academy of Management Review, Vol.13, pp.116-128.

Barnes, P. (1997), making appraisal work in the new millennium, ManagementServices, Vol. 41, No. 7, pp. 14-16.

Bernardin, H. J., and Beatty, R. W. (1984), Performance Appraisal: assessinghuman behavior at work, Boston: Kent.

Boice, D. F. and Kleiner, B. H. (1997), Designing effective performance appraisalsystem, Work Study, Vol. 46, No. 6, pp.197-201.

Bowman, J. S. (1994), At last, an alternative to performance appraisal: total qualitymanagement, Public Administration Review, Vol. 45, No. 2, pp. 129-136.

Cardy, R. L. and Dobbins, G. H. (1996), Human resource management in a totalquality management environment: shifting from a traditional to a TQHRMapproach, Journal of Quality Management, Vol. 1, pp.5-20.

Cardy, R. L. (1998), Performance Appraisal in a Quality Context: A New Look at an Old Problem, In Smither, J. W. (Ed), Performance Appraisal: State of the Art in Practice; San Francisco: Jossey-Bass Publishers.

Cardy, R. L. and Dobbins, G. H. (1994), Performance appraisal: A consideration of alternative perspectives, Cincinnati: South-Western.

Carson, K. P., Cardy, R., and Dobbini, G. H. (1991), Performance appraisal as effective management or deadly management disease, Group and Organization Studies, pp. 143-159, June.

Clark, G. (1995), Performance Management, In Mabey, G. and Salaman, G. (Eds) Strategic Human Resource Management, Oxford: Blackwell.

Crosby, P. B. (1979), Quality is free: The art of making quality certain, New York:New American Library.

Cummings, L. L. and Schwab, D. P. (1973), Performance in Organizations, Glenview, IL: Scott, Foresman& Company, 1973.

Cummings, N. (2001), Staff appraisal needs shake-up, OR News Letter, p. 4, May.

David A. DeCenzo (2015), Fundamentals of Human Resource Management. Coastal Carolina University.

Deming, W. E. (1986), Out of Crisis, Cambridge: Massachusetts Institute of Technology, Centre for Advanced Engineering Study.

Denscombe, M., (1998), Good Research Guide: for small-scale social researchprojects, Buckingham: Open University Press

Fisher, C. D., Schoenfeldt, L. F. and Shaw, J. B. (1996), Human ResourceManagement, 3rd ed., Boston: Houghton Mifflin Company.

Fisher, C. M. (1994), the difference between appraisal schemes: variation andacceptability - part I, Personnel Review, Vol. 23, No. 8, pp.33-48.

Fletcher, C. (1993), Appraisal: an idea whose time has gone?Personnel Management, September.

Freemantle, D. (1994), the performance of performance appraisal – an appraisal,UK: Superboss Ltd.

Ghorpade, J., Chen, M. M., and Caggiano, J. (1995), creating quality-drivenperformance appraisal systems, The Academy of Management Executive, Vol.9, No.1, pp.32-40.

Gudim, M. and Meer, R. v. d. (1995), Issues surrounding the implementation ofTQM: The Scottish experience, University of Strathclyde, Department ofManagement Science, Working Paper, February.

Hemmings, B. (1992), Appraisal Development, The TQM Magazine, Vol.4, No.5, pp.309-312.

IPM: Institute of Personnel Management (1993), Quality: People managementmatters, Exeter: Short Run Press Ltd, UK.

Juran, J. M. (1989), Juran on leadership for quality, New York: Free Press.

Karol (1996), the effect of performance Appraisal on employee's performance

Laumeyer, J. and Beebe, T. (1988), Employee and their appraisal, The PersonnelAdministrator, Vol. 33, No. 12, pp.76-80.

Lewis, P. (1998), Managing performance-related pay based on evidence from thefinancial services sector, Human Resource Management Journal, Vol. 8, No. 2,pp.66-77.

Long, P. (1986), Performance appraisal revised, Institute of PersonnelManagement: London.

Longenecker, C. O. and Fink, L. S. (1999), Creative effective performanceappraisals, Industrial Management, Sep / Oct.

McBey, K. (1994), Perfecting performance appraisals, Security Management, Vol.38, No. 11, pp.23-26.

Meyer, H. H., Kay, E., and French, J. R. P. (1965), Split roles in performance appraisal, Harvard Business Review, Vol. 43, pp.123-129

Moen, R. D. (1989), The performance appraisal system: Deming's deadly disease,Quality Progress, Vol. 22, pp. 62-66.

Nachmias, C. F. and Nachmias, D. (1997), Research Methods in the SocialSciences, 5th ed., London: Arnold.

Naden, J. and Bremner, A. (1991), A guide to total quality management, ScottishEnterprise, Glasgow.
Oakland, J. S. (1989), Total Quality Management, Heinemann, London.
Oakland, J. S. (1998), Total Quality Management: text with cases, 4th ed., McGraw-Hill.

Oakland, J. S. and Oakland, S. (1998), The links between people management,customer satisfaction and business results, Total Quality Management, Vol. 9, No.4/5, pp.185-190.

Orr, B. (2002), Focus on strengths, manage weaknesses, Canadian HR Reporter, Vol. 15, No. 10, pp.6-8.

Randell, G. A. (1994), Employee Appraisal, In Sisson K. (Ed), PersonnelManagement: a comprehensive guide to theory & Practice in Britain, Oxford:Blackwell Publishers Ltd.

Rowe, C. (1995), Introducing 360-degree feedback: the benefits and pitfalls,Executive Development, Vol. 8, No. 7, pp.14-21.

Scholtes, P. R. (1993), Total quality or performance appraisal: choose one, NationalProductivity Review, Vol. 12, No.3, pp.349-363.

Scholtes, P. R. (1995), Performance Appraisal: Obsolete and harmful, QualityMagazine, pp. 66-70.

Seddon, J. (2001), Performance a miracle: praise the workers, The Observer, 11March.

Simon, S. K. L. and Schaubroeck, J. (1999), Total quality management andperformance appraisal: An experimental study of process versus results and groupversus individual approaches, Journal of OrganizationalBehavior, Vol. 20, No.4,pp.445-457.

Sinclair, D. and Zairi, M. (1995), Performance Measurement as an obstacle toTQM, The TQM Magazine, Vol.7, No.2, pp.42-45.

Squires, P. and Adler, S. (1998), Linking appraisals to individual development and training, In Smither, J. W. (Ed), Performance appraisal: state of the art in practice,pp.443-495, San Francisco: Jossey-Bass Publishers.

Storey, J. (1987), Developments in the management of human resources: an interim report, Warwick papers in Industrial Relations No. 17, IRRU, School of Industrial and Business Studies, University of Warwick, November.

Storey, J. (1995), Introduction: from personnel management to human resource management, In Storey, J. (Ed), New Perspectives on Human ResourceManagement, London: Routledge.

Storey, J. and Sisson, K. (1993), Managing human resources and industrial relations, Buckingham: The Open University Press.

Torrington, D. and Hall, L. (1998), Human Resource Management, 4th ed. Prentice Hall.

Townley, B. (1991), Selection and appraisal: Reconstituting "social Relations"? InStorey, J. (Ed), New perspectives on human resource management, London: Routledge.

Waldman, D. A. (1994), The contributions of total quality management to a theory of work performance, Academy of Management Review, Vol. 19, pp. 510-536, SanFrancisco: Jossey-Bass Publishers.

Waldman, D. A. (1997), Predictors of employee performance for multi-rater and group-based performance appraisal, Group and Organization Management, Vol. 22, No. 2, pp.264-287.

Whyte, J. and Witcher, B. (1992), The adoption of total quality management inNorthern England: an Interim Report, DUBS Occasional Paper, 9236, DurhamUniversity Business School, Durham.

Wilkinson, A., Redman, T., Snape, E., and Marchington, M. (1998), Managing with total quality management, London; McMillan Press Ltd.

Wilson, J. P. and Western, S. (2000), Performance appraisal: an obstacle to training and development? Journal of European Industrial Training, Vol. 24, No. 7, pp.384-390.

Witcher, B. (1994), The adoption of total quality management in Scotland, The TQM Magazine, Vol. 6, No. 2, pp. 48-53.

APPENDIX A

St. MARY'S UNIVERSITY

School of Graduate Studies

MBA program

Dear Respondents,

The purpose of this research is to gather information on "Assessment of Performance Appraisal System and its impact on Employee's Promotion at Ethiopian Catholic Secretariat" in partial fulfillment for the requirements of Master's GMBA degree from St. Mary University. Your responses have an added value for the completion of this thesis. The information can be used for only academic purpose and will be kept confidential. Should you face any challenge because of your participation in this research, the researcher will be liable. Thank you in advance for your participation.

<div align="right">

Sincerely

Kidist Tsegaye

Mob- 0911928322

Email kidisttsegayeg@gmail.com

</div>

General Instructions

- ❖ It is not necessary to write your name.
- ❖ Don't hesitate to ask questions for clarification.

Part I: Demographic Characteristics of respondents

Please put a tick mark (✓) in the box to indicate the information that describes you.

1. Gender

   Male ☐   Female ☐

2. Age Category

Below 25 ☐   25 – 35 ☐

36 – 45 ☐   46 – 55 ☐   above 56

3. Educational Qualification

Diploma ☐   Degree ☐   Masters ☐

4. Current Position

Managerial ☐   non managerial ☐   other ☐

5. Year of Work experience

Less than 1 years ☐   2 – 5 years ☐   6 – 10 ☐   above 10 years ☐

6. Basic Salary ETH Birr   less than 5000 ☐   5001 – 10,000 ☐   above 10,000 ☐

**Part II: - Opinion survey on performance appraisal system in relation to employee
.   Promotion**

**Indicate the extent to which you agree with the following statements by using a scale of 1 to
5 where „1"strongly disagree, „2" disagree, „3" neutral, 4" agree, „5" strongly agree.
Please tick (√) in the box that best reflects your answer where:**

1. Ongoing Performance appraisal Feedback	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.1 There is a clear performance evaluation system and criteria are known by Employer.					
1.2 I receive weekly, quarterly, monthly…etc and timely performance feedback from my supervisor beside the annual performance review.					

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.3 The information provided by my supervisor during my performance feedback is accurate.					
1.4 The performance feedback I receive helps me to improve my job performance and to attain my goals.					
1.5 The feedback I get helps me to gain insight about my weakness and strength.					
1.6. I receive specific and accurate feedback from my Supervisor on my past performance.					
1.7 ECS need to accommodate performance evaluation best practice from other international NGOs.					

Other suggestion not mentioned about feedback

1._____

2._____

3._____

4._____

2. PA practices by Ethiopian Catholic Secretariat.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
2.1.Performance appraisal is linked with salary increase and payment..					
2.2.Employees' contribution for performance appraisal development					
2.3.The performance appraisal serves the basic of Employees job satisfaction					
2.4. I receive annual bonus based on my performance.					
2.5.Achievements of goals are not necessarily recognized for PA result.					
2.6.Employee participation is not dependent on performance appraisal result.					

Additional suggestion about PA practice?

_____
_____
_____

3. Appraisers Knowledge of performance appraisal System	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
3.1.The PAS is quarterly/monthly, biannually conducted by immediate boss					
3.2.The appraiser knows enough about the PA to appraise me.					
3.3.Supervisor sometimes makes shadow/ hidden evaluation					
3.4.After evaluation the supervisor comments become to improve my performance.					
3.5.I am satisfied with the way the appraiser conducted my performance review					
3.6.Unqualified supervisor rates my work					

Other comments / suggestion not raised about appraisers?

1._____
2._____
3._____
4._____

4. Inside ECS and Employees Communication Practices.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
4.1.The PAS provide me an opportunity to communicate with the supervisors to facilitate my job performance.					
4.2.There is a two way communication with both managers and employees for expressing their views.					
4.3.I find difficult to discuss work issues with my manager.					
4.4.ECS has an open policy to communicate upward, down ward and horizontally.					
4.5.The PAS helps both employees and employer to					

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
communicate about the overall ECS business plans and goals.					
4.6.My supervisor discusses regularly my job performance with me.					

Suggestion or comment not mentioned about communication.

1._____

2._____

3._____

4._____

5. Employees attitude about Performance appraisal	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
5.1.I trust the PAS in my organization is rational and fair.					
5.2.I get fair and transparent feedback from my supervisor.					
5.3.The performance evaluation system is not fair and transparent.					
5.4.I had been evaluated fairly according to the setting standards without subjectively and biased					
5.5.The existing performance appraisal system is participatory and satisfactory					
5.6.I am satisfied with the performance evaluation system.					
5.7.Employees are only evaluated based on their job description.					

Other comments to suggest not discussed above?

1._____

2._____

3_____

4._____

6. Employees Participation on PAS	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
6.1.I personally involved in the process of setting objectives and targets of my future Performance.					

6.2.Participating in the PAS motivate me, because it make me feel I am part of the organization.					
6.3.Only supervisors make performance evaluation					
6.4.There is a team evaluation system at ECS					
6.5.I would prefer my performance to be evaluated by with aid of technology than supervision is involved.					
6.6.Employees are involved in decisions making regarding the PAS process.					
6.7.I have got the opportunity to participate in the design of the performance evaluation form used to measure my performance.					

Additional suggestion not covered?

1._____

2._____

3._____

4._____

APPENDIX B

ST.MARY'SUNIVERSITY SCHOOL OF GRADUATE STUDIES

INTERVIEW QUESTIONS FOR SECRETARY GENERAL/SUPERVISORS/MANAGERS

1. Is there employee's performance evaluation system at ECS?

_____

_____

2. Does the evaluation criteria's equally known by all employees?

_____

_____

3. How do you describe the current practices of employee evaluations?

_____

4. Are employees satisfied with ECS the evaluation system?

_____

_____

5. Do you declare appraisal results? If your answer is yes, how do you approach unsatisfactory results?_____

_____

6. What major challenges do you have noticed with employee evaluation?_____

_____

7. Do you think ECS evaluation system is better than other NGOS with the same mission?

8. What plan does ECS have in the future to improve evaluation system?

Thank You! For dedicating Your Time!

APPENDIX A

St. MARY'S UNIVERSITY

School of Graduate Studies

MBA program

Dear Respondents,

The purpose of this research is to gather information on "Assessment of Performance Appraisal System and its impact on Employee's Promotion at Ethiopian Catholic Secretariat" in partial fulfillment for the requirements of Master's GMBA degree from St. Mary University. Your responses have an added value for the completion of this thesis. The information can be used for only academic purpose and will be kept confidential. Should you face any challenge because of your participation in this research, the researcher will be liable. Thank you in advance for your participation.

<div align="right">

Sincerely

Kidist Tsegaye

Mob- 0911928322

Email kidisttsegayeg@gmail.com

</div>

General Instructions

- ❖ It is not necessary to write your name.
- ❖ Don't hesitate to ask questions for clarification.

Part I: Demographic Characteristics of respondents

Please put a tick mark (✓) in the box to indicate the information that describes you.

1. Gender

Male ☐   Female ☐

2. Age Category

Below 25 ☐   25 – 35 ☐

36 – 45 ☐   46 – 55 ☐   above 56

3. Educational Qualification

Diploma ☐   Degree ☐   Masters ☐

4. Current Position

Managerial ☐   non managerial ☐   other ☐

5. Year of Work experience

Less than 1 years ☐   2 – 5 years ☐   6 – 10 ☐   above 10 years ☐

6. Basic Salary ETH Birr   less than 5000 ☐   5001 – 10,000 ☐   above 10,000 ☐

**Part II: - Opinion survey on performance appraisal system in relation to employee
.   Promotion**

**Indicate the extent to which you agree with the following statements by using a scale of 1 to
5 where „1"strongly disagree, „2" disagree, „3" neutral, 4" agree, „5" strongly agree.
Please tick (√) in the box that best reflects your answer where:**

1. Ongoing Performance appraisal Feedback	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.1 There is a clear performance evaluation system and criteria are known by Employer.					
1.2 I receive weekly, quarterly, monthly…etc and timely performance feedback from my supervisor beside the annual performance review.					

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.3 The information provided by my supervisor during my performance feedback is accurate.					
1.4 The performance feedback I receive helps me to improve my job performance and to attain my goals.					
1.5 The feedback I get helps me to gain insight about my weakness and strength.					
1.6. I receive specific and accurate feedback from my Supervisor on my past performance.					
1.7 ECS need to accommodate performance evaluation best practice from other international NGOs.					

Other suggestion not mentioned about feedback

1._____

2._____

3._____

4._____

2. PA practices by Ethiopian Catholic Secretariat.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
2.1. Performance appraisal is linked with salary increase, promotion and payment.					
2.2. Performance appraisal has any contribution to employees' promotion.					
2.3. The performance appraisal serves the basic of Employees promotion					
2.4. I receive annual bonus based on my performance.					
2.5. Achievements of goals are not necessarily recognized for promotion.					
2.6. Employee promotion is not dependent on effective performance appraisal of employees.					

Additional suggestion about promotion practice?

_____

_____

_____

3. Appraisers Knowledge of performance appraisal System	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
3.1. The PAS is quarterly/monthly, biannually conducted by immediate boss					
3.2. The appraiser knows enough about the PA to appraise me.					
3.3. Supervisor sometimes makes shadow/ hidden evaluation					
3.4. After evaluation the supervisor comments become to improve my performance.					
3.5. I am satisfied with the way the appraiser conducted my performance review					
3.6. Unqualified supervisor rates my work					

Other comments / suggestion not raised about appraisers?

1._____

2._____

3._____

4._____

4. Inside ECS and Employees Communication Practices.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
4.1. The PAS provide me an opportunity to communicate with the supervisors to facilitate my job performance.					
4.2. There is a two way communication with both managers and employees for expressing their views.					
4.3. I find difficult to discuss work issues with my manager.					

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
4.4. ECS has an open policy to communicate upward, down ward and horizontally.					
4.5. The PAS helps both employees and employer to communicate about the overall ECS business plans and goals.					
4.6. My supervisor discusses regularly my job performance with me.					

Suggestion or comment not mentioned about communication.

1._____
2._____
3._____
4._____

5. Employees attitude about Performance appraisal	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
5.1. I trust the PAS in my organization is rational and fair.					
5.2. I get fair and transparent feedback from my supervisor.					
5.3. The performance evaluation system is not fair and transparent.					
5.4. I had been evaluated fairly according to the setting standards without subjectively and biased					
5.5. The Existing Performance appraisal system is participatory and satisfactory					
5.6. I am satisfied with the performance evaluation system.					
5.7. Employees are only evaluated based on their jon description.					

Other comments to suggest not discussed above?

1._____
2._____
3_____
4._____

6. Employees Participation on PAS	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
6.1. I personally involved in the process of setting objectives and targets of my future Performance.					
6.2. Participating in the PAS motivate me, because it make me feel I am part of the organization.					
6.3. Only supervisors make performance evaluation					
6.4. There is a team evaluation system at ECS					
6.5. I would prefer my performance to be evaluated by with aid of technology than supervision is involved.					
6.6. Employees are involved in decisions making regarding the PAS process.					
6.7. I have got the opportunity to participate in the design of the performance evaluation form used to measure my performance.					

Additional suggestion not covered?

1._____
2._____
3._____
4._____

APPENDIX B

ST.MARY'SUNIVERSITY SCHOOL OF GRADUATE STUDIES

**INTERVIEW QUESTIONS FOR SECRETARY
GENERAL/SUPERVISORS/MANAGERS**

1. Is there employee's performance evaluation system at ECS?

_____

_____

2. Does the evaluation criteria's equally known by all employees?

_____

_____

3. How do you describe the current practices of employee evaluations?

_____

4. Are employees satisfied with ECS the evaluation system?

_____

_____

5. Do you declare appraisal results? If your answer is yes, how do you approach unsatisfactory results?_____

_____

6. What major challenges do you have noticed with employee evaluation?_____

_____

7. Do you think ECS evaluation system is better than other NGOS with the same mission?

8. What plan does ECS have in the future to improve evaluation system?

Thank You! For dedicating Your Time!