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St. Mary's University, Ethiopia

School of Graduate Studies

MBA Program

**Assessment of Employee's Performance Appraisal Practices: The Case of
Addis Ababa Traffic Management Agency**

**A Thesis Submitted to the St. Mary's University, in Partial Fulfilment of the
Requirements for the Award of a Master's Degree in Masters of Business
Administration**

By: - Biruk Belete

ID No: SGS / 0032/2013B

July, 2022

Addis Ababa, Ethiopia

Declarations

I, **Biruk Belete Raya**, I.D. Number SGS / 0032/2013B do hereby declare that this thesis is my original work and that it has not been submitted partially, or in full, by any other person for the awarding of a degree at any other college or university.

Name of the student **Biruk Belete Raya** signature _____ Date _____

With my permission as the university's academic adviser, this thesis has been submitted for review.

Name of advisor: Zemenu Aynadis (Asst.prof) signature _____ Date _____

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APPROVED BY BOARD OF EXAMINERS

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Contents

Declarations	ii
APPROVED BY BOARD OF EXAMINERS	iii
Acknowledgements	iv
Acronyms	viii
LIST OF TABLES.....	ix
LIST OF FIGURES	x
Abstract.....	xi
CHAPTER ONE.....	1
INTRODUCTION	1
1.1. Background of the Study.....	1
1.2. Statement of the Problem	3
1.3. Objectives of the Study	4
1.3.1. General Objectives	4
1.3.2. Specific Objectives	4
1.4. Research Questions	4
1.5. Significance of the Study	5
1.6. Scope of the Study	5
CHAPTER TWO.....	7
LITERATURE REVIEW	7
2.1. Theoretical Literature.....	7
2.1.2. Performance	7
2.1.3. Definition of Performance Appraisal	7
2.1.4. Purpose of Performance Appraisal	8
2.1.5. Use of Performance Appraisal.....	10
2.1.6. Performance Appraisal Process	10
2.1.7. Performance Appraisal Methods	12
2.2.6 Challenges of Performance Appraisal	15

2.2.7	Effect of Performance Appraisal	16
2.3	Empirical Review	17
2.3.1.	Performance Appraisal on Developing Countries	17
2.3.2.	Performance Appraisal on Ethiopia.....	18
	CHATER THREE.....	21
	RESEARCH METHODOLOGY	21
3.1.	Description of the study Area.....	21
3.2.	Research Design.....	22
3.3.	Research Approaches	23
3.4.	Sample and Sampling Technique	23
3.4.1.	Population.....	23
3.4.2.	Sampling Frameworks.....	23
3.4.4.	Sample Size Determination	24
3.5.	Sampling Technique.....	24
3.5.1.	Sampling Technique for Qualitative Data	24
3.5.2.	Sampling Technique for Quantitative Data	24
3.6.	Sources of Data	25
3.6.1.	The Primary Sources	25
3.6.2.	The Secondary Sources	25
3.7.	Data Collection Instruments.....	25
3.7.1.	Questionnaires	25
3.7.2.	Interview.....	25
3.7.3.	Document Analysis	26
3.8.	Test of Validity and Reliability	26
3.9.	Validity of the Instrument	26
3.9.1.	Reliability of the Instrument.....	26
3.11.	Ethical Matters	27

CHAPTER FOUR	29
DATA ANALYSIS AND INTERPRETATION	29
4.1. Response Rate	29
4.2. Demographic Profile of Respondents	29
4.3. The Nature and Practice of PA in Addis Ababa Traffic Management Agency	31
4.3.1. The Availability of Formal Appraisal Process in Addis Ababa Traffic Management Agency	31
4.3.2. The Frequency of Performance Evaluation undertaken	32
4.3.3. The PA Methods Currently in use Properly Implemented at the Agency	33
4.3.4. PA Measurements Concerning Work Plan and Work Performance	33
4.3.5. Evaluators Effective Participation in PA Evaluation.....	34
4.3.6. The Provision of Feedback for Performance after a Formal Appraisal	35
4.3.7. The Practice of Performance Appraisal System in Addis Ababa Traffic Management Agency	35
4.4. The Purposes of Employees’ Performance Appraisal System	39
4.5. Challenges on Performance Appraisal Process	42
CHAPTER FIVE	49
SUMMERY, CONCLUSIONS AND RECOMMENDATIONS.	49
5.1. Summery	49
5.2. Conclusions.....	50
5.3. Recommendation	51
References	53
Appendix	lvi
Part I: Demographic Characteristics.....	lvi
Part II Nature and Practice of PA.....	lvi
Part III: Purposes of employees’ PAS	lviii
Part IV. Challenges on PA	lviii
Part VIII. Give your answer briefly for the following question.....	lxii

Acronyms

PA: Performance appraisal

PAS: Performance appraisal system

A.A.T.M.A: Addis Ababa Traffic Management Agency

TMA: Traffic Management Agency

HRM: Human Resource Management

PM: Performance Management

LIST OF TABLES

Table 1: Reliability Test	27
Table 2: Demographic characteristics of respondents	30
Table 3: The frequency of performance evaluation taken place	31
Table 4: Evaluators effective participation in PA evaluation	34
Table 5: The get of accurate feedback about performance after a formal appraisal	34
Table 6: The Practice of Performance Appraisal System	36
Table 7: The purpose of Performance Appraisal	39
Table 8: challenges of PA.....	42

LIST OF FIGURES

Figure 1: Location map of study area	22
Figure 2: Currently there is formal employee appraisal practice	31
Figure 3: The PA method that is currently in use properly implemented	32
Figure 4: PA measurements on work plan and work performance	33

Abstract

Proper performance appraisals have greater contribution for the attainment of organization objectives. The general objective of the study was to assess performance appraisal practice in Addis Ababa traffic management agency. The specific objectives of the study are to examine the nature and practice of employees performance appraisal system, to describe the main purposes of employees' PAS and to identify the challenges in performance appraisal system in Addis Ababa traffic management agency. The study used descriptive research design with the help of survey research strategy. The study applied mixed research approach to get detail and significance information. Addis Ababa traffic management agency employees were unit of observation and 129 samples were taken. The research used systematic random sampling to select employees from the agency and purposive non probability sampling techniques to select key informants. The study mainly relies on primary data with the help of questionnaire, interviews and secondary data sources. The collected data was analysed using mean, frequency, percentage, tables and charts. The findings of the study shows, there is formal employee appraisal practice which was undertaking twice in a year at the study area. Employee's performance appraisal was undertaken with evaluating committees as the results they have weak participation during evaluation process. However, performance appraisals have the purpose to differentiate high performer from low performers; to identify the strengths and weaknesses of employees and to control the overall performance of employees at Addis Ababa traffic management agency. During PA process, various challenges were created such as lack of skill and knowledge of evaluation, lack of integration between evaluation criteria and employees job, lack of supervision on employees job performance, lack of employee participation in formulation of PA criteria and absence of adequate training at Addis Ababa traffic management agency. Therefore the researcher suggests about prepare suitable performance appraisal standards with active participation, facilitate adequate training on performance appraisal procedures for employees, prepare work experiences sharing program with similar or different offices and cascade the work done for each worker at the beginning of the budget year for to Addis Ababa traffic management agency.

Keywords: performance Appraisal, Addis Ababa traffic management agency, PA criteria, evaluation, performance appraisal standards

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

Results, successes, or outcomes are referred to as performance (Rothwell, 2005). The term “appraisal” and evaluation are used almost interchangeably in much of the literature dealing with the topic. Performance appraisal is part of the performance management process that identifies measures and evaluates employee’s accomplishment or performance in accordance with an organizations strategic goal (Aguinis, 2014). The performance is measured against factors such as job knowledge, quality and quantity of output, job initiation, leadership abilities, dependability, cooperation, Judgment versatility and productivity (David and Decenzo, 2010).

Performance appraisal is defined as any procedure that involves setting work standards, assessing the employee’s actual performance relevant to those standards & providing feedback to the employee with the intention of inspiring him or her to correct performance flaws or to keep performing above average.

Gomez-Mejía, Balkin, and Cardy (2012) stated that Performance Appraisal System (PAS) is the navel of Human Resource practice which can be designed, and implemented in an organization mainly for development and administrative purposes that can benefit both an organization, and an employee whose performance is being appraised.

According to Rudman in (Akindowale, Melanie and Dinesh, 2013), Performance Appraisal (PA) has a positive and negative impact. Employees that earn a high rating on their performance review are typically motivated to continue performing well. Positive appraisal feedback, especially when coupled with pay raises, offers employees a sense of value and worth. An individual may experience a loss of motivation at work if a supervisor gives him or her a low rating on their appraisal. Consequently, this can impact on the employee’s performance Cook and Crossman in (Akindowale, Melanie and Dinesh 2013).

In general PA is one of the most important components in the rational and systematic process of HRM. The information obtained through PA helps to identify employee’s performance gap in there activated and it is a good indicator of employee’s performance.

As defined by Aguinis (2013:2): ‘Performance appraisal is a continuous process of identifying, measuring and developing the performance of individuals and teams and aligning performance with the strategic goals of the organization. So, each manager needs to devise his/her own system of

managing performance appraisal to check whether employees meet the performance requirements of their positions.

In most organizations, the implementation of PAS is not effective in most cases and is not used as it is intended for the organizations as it is hampered by unclear performance standards, untrained appraisers, lack of performance feedback, subjectivity of the appraisal criteria, and evaluators' errors and biasness (Siaguru, 2011).

As Cappelli (2008) wrote that: 'When employees fail in their jobs, part of the organization also fails. So, performance appraisal should be taken to monitor results in comparison with expectations. The other scholars emphasized that performance appraisal ensures a responsible, serious, and well-managed image. The widespread use of performance appraisal persists largely for symbolic reasons (Bolman and Deal, 2003).

According to Sahu (2007) PM could be a noteworthy and valuable enhancement within the scope of human asset within the organization to enhance the performance of employees.

Another way of looking at performance appraisal suggests the importance of evaluating an individual's current performance with a view to improving their future performance which according to Grubb (2007) contribute to the overall organizational performance. Beach (2001) emphasized that through systematic evaluations, performance reviews should be connected to an employee's actual and projected output capacities.

Thus, performance appraisal data enables management to make career planning, training and development, pay increases, promotion and placement decisions and assess the success of recruitment, selection, placement, and other related activities.

Besides many studies have been done on PA and showed that performance appraisal challenges associated with the design, implementation and functional use of appraisal systems are well documented, and they Academics and practitioners alike continue to find it frustrating (Longenecker). And Nykodym, 2013). In another study, it was reported that many organizations are not satisfied with their performance appraisal systems and procedures (Mc Nerney, 2005).

Hence the issue of PA has initiated the researcher to conduct a study on how managers overcome the challenges of applying effectively the Performance Appraisal with an effective tool to evaluate their employees' work performance and also to help employees improve their work performance in their organization and meet the organizational objectives. Therefore, this study will design to assess the practice of employees' Performance appraisal is a system (PAS) in Traffic Management Agency.

1.2. Statement of the Problem

Performance appraisal system is the most important part of organizations "life (Laura, 2012). Khanka (2013) perceived that Performance Appraisal is the key instrument use to measure employees" performance in an organization as it offers valuable evidence in making decisions about employee promotion, transfer, salary and wage increment, and identified employees" strengths, and weaknesses, determined employees "training and development needs as well as planning their future opportunities, and career directions. Moreover, if Performance appraisal system is properly design and effectively implement then it: provides a good chance to formally recognize employees" achievement and contribution to the organization (Bintu,2014); but, on the contrary, if Performance appraisal system is not well plan and implement it will create excessive disappointment among employees, and highly hampers their motivation to ward works (Bintu, 2014).

Contemporarily, government organizations in Addis Ababa execute performance appraisal which is usually carried out semi-annually. However, it seems that performance appraisal is not given the right attention by those organization and is exercised periodically more as a usual practice than as a tool of motivation on the bases of which various administrative and developmental decisions are taken.

During the work period the researcher gathered information from different employs they collectively disclosed the presence of many problems on the performance evaluation system of their organization. To mention some of them, the presence of negative attitude towards the whole system of performance evaluation, appraises bias, subjectivity of performance criteria and absence of training for those involved in the appraisal process are the most prominent problems of the state organization with regard to performance appraisal. Besides, many employees complained that, the performance appraisals criteria are not properly recognized while the appraisal is under way especially by selected committees' members.

Various studies were conducted on the assessment of the performance appraisal practice at different times. But most of the studies were conducted on performance appraisal practice, performance appraisal criteria, perception of employees on performance appraisal, implementation of performance appraisal system, techniques and methods of performance appraisal. The finding of the studies showed that lack of intervention training, skill and knowledge gap in conducting PA and negative attitude towards PA, the subjectivity of the performance evaluation criteria, biasness of the appraisers and limited commitment, lack of clarity between supervisor and employees during formulation of evaluation criteria, (Abebe 2020; Demes2017; Kasech 2014; Misrak2014;

Shumi 2020). Thus, as shown on the studies by authors, most of the studies did not observe the challenges and problems of performance appraisal practice in detail and still now performance appraisal is under many challenges.

Thus, the study was aim at assessing the of the performance appraisal practice in Traffic Management Agency and bridging the existing gap in the area by emphasizing at the selected Agency as a case study. Furthermore, several researches had been conducted in assessing the performance appraisal practices of organizations in business, public and private sectors. However, no study has been conducted on Traffic Management Agency.

On top of this, the current system of performance evaluation had a lot of challenges at the selected Agency. Considering all these gaps, the researcher will be highly interested to assess the practice of performance appraisal system in Traffic Management Agency in detail so as to fill the existing gaps and give possible recommendations for improvised the performance appraisal system of the selected organization.

1.3. Objectives of the Study

1.3.1. General Objectives

The main objective of this study was to assess performance appraisal practices in Traffic Management Agency.

1.3.2. Specific Objectives

Besides the above general objective, the study addresses the following specific issues:

- 1) Examine the nature and practice of employee's performance appraisal system in A.A.T.M.A
- 2) Describe the main purposes of employees"PAS in A.A.TMA and
- 3) Identify the challenges in performance appraisal system in A.A.T.M.A

1.4. Research Questions

The main research questions that the study aims to answer are:

- 1) What is the nature and practice of employee's performance appraisal system in A.A.T.M.A?
- 2) What is the purpose of employee performance appraisal system in A.A.T.M.A?
- 3) What are the challenges of performance appraisal systems in A.A.T.M.A?

1.5. Significance of the Study

▪ Public Sector Managers and Employees

This study might serve as an important starting point not only for managers who are managing different public Organization at different level, but also, for employees who work within these Organizations in different position to improve their performance level and enable the management to develop understanding on one of human resource management process.

▪ Future Researchers

The researcher believed that this thesis might beneficial for those readers and researchers in the area to have some understandings of Performance Appraisal and meeting the organizational goal that today's public sector managers' face in managing public organization. Thus, it could serve as a foundation for further investigation for those who are interested in undertaking studies on Performance Appraisal in public sector.

1.6. Scope of the Study

Thematic Scope: The thematic scope of this study was limited to studying the assessment of performance appraisal practice in Traffic Management Agency. The study analyses examine the challenges of performance appraisal practice systems in the institution. The target populations were regular employees of Traffic Management Agency only, data collection centre was at head office of the Agency.

Geographical Scope:

This study's geographic scope was restricted to Addis Ababa City and Traffic Management Agency.

Time Range: Because the study is crosssectional, it covered the period from July 2022 to December 2022.

Metrological scope: - The study was methodologically delaminated questionnaires, observations and interview excluding the rest of other methodological variable due to lack of time.

1.7. Key Term Definitions

Performance: The act of carrying out a task successfully and utilizing knowledge as opposed to merely possessed it. Performance is an occasion where one group of individuals (often the performer or performer) normally act in a certain way for another group of people. Or when an employee performs, it means that they have completed their tasks and produced the desired results within the allotted time frame (Brumbach) (1988).

Evaluation of Performance:

The process of interpreting a measuring using a specific value. Or collection of values, to ascertain the extent to which the measurement(s) represent a desirable situation, is known as performance evaluation (Daugherty, 2001).

The systematic evaluation of an employee's performance aptitude and other characteristics necessary for successfully carrying out their job is called performance appraisal (Armstrong, 2006)

The management of an organization's most valuable asset

the staff members who work there and individually and collectively help the company achieve its goals—is known as human resource management (HRM) (Armstrong, 2006).

1.8. Organization of the study

The research was divided into five chapters.

The context of the study, the issue statement, the general and particular objectives, the research questions that were addressed in this study, its significance, its scope and limitations, and a definition of terms are all outlined in the first chapter.

The study's second chapter reviews the relevant literature to give readers a thorough grasp of performance evaluation.

It includes sessions on the conceptual framework, theories, and empirical research.

The context of the study area, the research design, the research approach, the methodology, including research design, population, sample size, sampling technique, sampling frame and unit, data collection methods, data analysis and presentation, and ethical considerations are all covered in the third chapter. The data presentation and interpretation are covered in detail in Chapter 4 of this study. The overview of the key findings, the conclusion, and the useful recommendations are the main topics of chapter five.

CHAPTER TWO

LITERATURE REVIEW

2.1. Theoretical Literature

2.1.1. Performance Appraisal Concept

2.1.2. Performance

Various perspectives exist regarding what performance is. Performance is frequently described simply in output terms as the accomplishment of quantifiable goals, as mentioned by Armstrong (2014). However, how well someone performs is based on both their actions and their methods. The definition of performance is "behaviour that achieves results." According to Brumbach (1988, p.387). Performance includes both actions and outcomes. The performer's actions change performance from an abstract concept to action. Behaviours can be evaluated independently of results since they are outcomes in and of themselves, the product of the mental and physical effort put out in tasks. Performance is defined as an outcome or accomplishment attained by an individual or organization. What an individual or group of people "should deliver" in terms of performance

Thus, performance can be observable or behavioural. Gbeja, (1983). A worker's "performance is the constant ability to generate results over a protracted period of time and in a variety of tasks," according to Ducker (1964). There is, however a school of thought amongst modern management scholars which argues that ability is neither performance nor result/outputs (Kerman and Durham, 2009). The academics contend that aptitude is a factor or trait, just as initiative, penetration, insight, loyalty, integrity, leadership, etc.

These definitions implies that performance goes beyond achieving a certain activity but leads to the conclusion that behaviour of people and results have to be taken into consideration.

2.1.3. Definition of Performance Appraisal

Performance appraisal (PA) is a fairly broad concept in the HRM sector, and different writers have defined it in varying ways depending on the goal and how they understand the idea. Several meanings of PA include:

Another definition of performance assessment is the continual procedure for determining, evaluating, and improving an individual's performance in conformity with the strategic objectives of an organization (Aguinis, 2009).

According to a more general definition, performance appraisals are "activities through which firms seek to assess personnel and increase their competence, upgrade performance, and provide awards" (Fletcher, 2001).

A system of measuring and evaluating an individual's (or team's) performance is called performance appraisal (Mondy, 2002). Performance evaluations are a way of evaluating how well employees perform. The process of analyzing how well employees do their duties in comparison to a set of standards and informing those employees of the results is known as performance appraisal (Mathis & Jackson, 1997).

The practice of assessing an employee's performance against a set of standards and informing them of the results is called a performance appraisal (Mathis & Jackson, 2010)

A systematic, structured approach for assessing, evaluating, and influencing an employee's job-related qualities, actions, and results is known as a performance appraisal (Susan and Schuler, 2000) Performance appraisals can also be a system designed to measure employees' performance on a regular basis against pre-established standards and involve giving feedback to the employees. In this case, the outcome of the appraisal will serve as the foundation for administrative decisions and purposes of development (Ivancevich, 2004).

Performance Appraisal (PA), according to Lubale (2012), is a continuous process that takes place throughout the performance period and summarizes the year's performance, including ongoing performance, mid-year performance, and end of working year appraisal.

The aforementioned explanations provided by Lubale and Aguinis collectively establish performance appraisal as a transparent, consistent, and objective system of evaluating an employee's performance in his or her current role and serving as a guide for determining how far the employee can advance in their career.

In general, performance reviews are used for practically all aspects of human resource management, including performance enhancement, hiring decisions, training and development requirements, compensation modifications, and equal employment opportunities (Decenzo and Robbins, 2005).

From the aforementioned definitions, it is clear that performance appraisals are a systematic and objective way of periodically assessing employees' job performance against pre-established standards in order to pinpoint their strengths and weaknesses as well as opportunities for growth and skill development.

2.1.4. Purpose of Performance Appraisal

The Ethiopian Federal Civil Service Proclamation No. 1064 (2017) stated that the purpose of performance evaluation shall be to: enable a civil servant to effectively discharge his or her duties in accordance with the expected quantity, quality, time, and cost; continuously evaluate the job performance of a civil servant; identify the strength and weakness of a civil servant with the aim of improving his or her future performance; identify training and improvement needs of a civil servant.

The goal of performance appraisal, according to Gilley, Quatro, and Dixon (2009), is to maximize employee performance. An organization can set objectives to generate the most effective, highly skilled, productive, and contented workforce by evaluating the strengths and weaknesses of its personnel. Similarly, Mathis and Jackson (2010) stated that performance appraisals' goals include articulating an employee's job expectations, fostering employee growth, tying pay to performance, and monitoring workforce development. According to Walsh and Fisher (2005), the performance appraisal serves the following four purposes:

- to provide criticism on one's strengths and faults;
- To differentiate between people and assign awards;
- to assess and maintain the organization's human resource management systems; and
- To produce a paper trail of records.

According to Gilley, Quatro, and Dixon (2009), performance evaluation has some advantages, some of which include the following:

- Better manager-employee communication;
- Highly motivated workers who perform and create at a greater level;
- Development of both short-term and long-term pay increases validation,
- • Long-term goals (individual, departmental, and corporate) and tracking of progress toward existing objectives,
- Determining training requirements,
- An increased sense of responsibility, independence, cooperation, and loyalty;
- Higher retention and promotion rates,
- Legal documentation of ongoing performance difficulties.

It is evident that businesses with effective performance appraisal systems have a significant competitive advantage over those without (Walsh and Fisher, 2005).

From the aforementioned information, it can be concluded that performance reviews can assist the company in making well-informed decisions regarding various human resource-related matters, such as human resource planning, recruiting and selection, training and development, and compensation. Any organizational setting's official performance appraisal results can serve as

a starting point for assessing and enhancing the efficiency of the numerous human resource strategies used there.

According to the second perspective, performance assessment can explicitly serve the broad objective of increasing employees' present and future performance by a systematic rating of their performance on the job as well as enhancing their job happiness and organizational commitment. The importance that must be placed on the correct planning and implementation of a functional performance appraisal system in all organizational contexts is justified by these many advantages of performance appraisal.

2.1.5. Use of Performance Appraisal

The primary goal of performance reviews is to empower individuals to exert their best effort and use their talents to help organizations reach their objectives, and subsequently, their personal objectives (Werther & Davis, 1996).

Among the uses of employee appraisals are:

- Decisions on compensation: it may be the basis for salary increases. To find personnel performing at or above expectations, managers need to conduct performance reviews (Rao, 2015).
- Promotional decisions: It may be a good foundation for a job switch or promotion. Whenever merit the best performer is promoted as the foundation for compensation (Ibid).
- Training and development programs: they can serve as a guide for creating a suitable training and development program, inform staff members about their progress, and let them know what skills they need to grow or enhance (Rao, 2015).
- Feedback: Performance reviews let employees know how they are doing at work. It explains to him how he might enhance his current performance and climb the "organizational ladder" (Ibid).
- Personal growth: Performance appraisals, according to Rao (2015), can assist identify the reasons behind both strong and weak employee performance. A line manager can talk to specific employees to learn why they perform the way they do and what actions can be taken to improve their performance.

2.1.6. Performance Appraisal Process

Performance evaluation, according to DeCenzo, Robbins, and Verhulst (2016), involves six stages.

- **Establishing Performance Standard**

(DeCenzo, Robbins, & Verhulst, 2016) state that setting performance criteria in line with the strategic objectives of the business is the first step in the performance appraisal process. In particular, the job analysis and job description should flow from the company's strategic direction. These performance standards must be understandable and sufficiently objective to be measured. Managers typically have a discussion with each employee about their job expectations during this stage.

Work quality, honesty, and dependability, cooperation and teamwork, job knowledge, initiative, leadership, safety consciousness, attendance, learning ability, adaptability, judgment, sense of responsibility, health and physical condition, etc. should all be part of the predetermined performance standard.

- **Communicating the standards**

The personnel are informed of the expectations through communication and explanation of the performance standards outlined in the first phase. It is important to find out how the staffs respond to the standards. The standards may be updated or changed as necessary in light of feedback collected from the evaluators and workers.

Measuring the Actual Performance and comparing it to the Standard Performance

The measuring of actual performance is the following step after the performance standard has been defined and approved. This calls for selecting the appropriate measurement method, determining the internal and external elements influencing performance, and gathering data on results attained.

According to (Flippo, 1980), after the actual performances are measured and the standard performance levels are established, the following stage is to compare the actual performance to the standard performance. By doing this, it is possible to evaluate and appraise an employee's potential for advancement.

The established performance standards are contrasted with the actual performance. A comparison like this will show any deviations, whether they are favorable or negative. When the actual performance exceeds the standards, positive deviations take place. On the other side, a negative deviation is when the standard performance exceeds the actual performance (Gupta, 2012).

Discussing the appraisal result

Employees must actively engage in the formulation and implementation of performance standards for the assessment system to be effective. Employee engagement, commitment to their work, and support of the assessment feedback will all increase as a result of involvement. Employees must

therefore comprehend it, believe it to be fair, and be sufficiently focused on their jobs to care about the outcomes (Glueck, 1978).

After the evaluation, the ratter must provide feedback on the results that the employee obtained, meet or exceed objectives and expectations, and communicate work-related accomplishments in a way that is mutually understandable (Glueck, 1978).

- **Taking corrective action**

The final phase is implementing corrective action, which is done after mutually agreeing on the steps to enhance performance with the personnel. Common examples of corrective measures that serve to improve performance include coaching, training, and counseling (Gupta, 2012). Encourage managers to recognize employees' excellent work, but also ask them to give frequent, clear-cut feedback that can be reviewed as it occurs to enable prompt corrective action (Armstrong, 2014).

2.1.7. **Performance Appraisal Methods**

The performance of employees can be assessed using a variety of techniques. The following are the methods of performance evaluation, according Hakan & Ibrahim (2014)

1. Comparison (Sorting)

With this system, the supervisor grades the performance of the subordinates. Employees' work performance is compared, and then it is ranked from best to worst. The relative position of each subordinate is evaluated in terms of his or her numerical rank by placing them in a rank order. Another variation of this strategy is called paired comparison of subordinates, which entails comparing each subordinate's work performance to that of every other subordinate (Hakan & Ibrahim, 2014).

2. Forced Distribution

This appraisal method necessitates grouping the subordinates into a select few categories. Employees (subordinates) are necessarily evaluated using the normal distribution while using this strategy. For instance, 10% of employees are at the very top of the scale, 20% are at the top of the scale, 40% are in the middle of the scale, 20% are at the bottom of the scale, and 10% are at the very bottom of the scale (Hakan& Ibrahim, 2014).

3. Graphic Rating Scales

It is the most straightforward, traditional, and extensively utilized technique for rating performance. It specifies characteristics (such as quality and quantity) and the range of performance (very good, good, or weak) for each characteristic. By highlighting and double-checking the scores that describe the performance for each feature, each subordinate is evaluated (Hakan & Ibrahim, 2014).

4. Checklist

This approach uses a checklist for each job position that contains assertions that are specifically linked to that job. The manager selects "Yes" or "No" depending on whether the employee has demonstrated effective or ineffective behavior while doing their duties (Hakan & Ibrahim, 2014).

5. Forced Choice

For each item, the manager is provided a set of pre-defined expressions (a collection of assertions) to assess the performance of the worker. Which of this best describes the employee, according to the manager? The manager is unaware of the expressions' scoring equivalents (Hakan & Ibrahim, 2014).

6. Composition (Essay)

Manager merely creates a story outlining staff performance. This essay defines the worker and identifies the worker's successful, failed, weaker, and stronger sides. This approach, which is non-quantitative, focuses on an employee's overall work behaviors rather than their day-to-day performance in order to give a comprehensive picture (Hakan & Ibrahim, 2014).

7. Critical Incidents

The manager records both extreme positive and poor performances. These acts are referred to be critical incidents or events. These significant occurrences ought to have a direct impact on a worker's success or failure. The written records for both the highly effective and extremely ineffective work behaviors must be maintained using this manner. Each employee's logbook is kept up to date by the manager, who uses the significant incidents to assess each employee's performance at the end of the rating period (Hakan & Ibrahim, 2014).

8. 360-Degree Feedback

This approach depends on input received from individuals who have interacted with the employee across the organization and at various professional levels. This comprises the supervisor, coworkers, and clients (internal and external) (Hakan & Ibrahim, 2014).

9. Management by Objectives

With each employee, it entails establishing clear, quantifiable goals that will be periodically reviewed to gauge success. By anticipatorily establishing goals and routinely delivering feedback, it engages subordinates. This approach calls for the accomplishment of the previously established goals. With this approach, managers and staff decide jointly what goals staff members must achieve throughout a particular time frame (Hakan & Ibrahim, 2014).

10. Assessment facilities

The evaluation process is carried out impartially by experts or HR professionals at the centre. In this centre, a worker's task is simulated, and the worker is watched. Some exams, social and informal gatherings, and activities are also utilized to support assessment. Some organizations choose this approach because the appraisal process can be challenging, and they often use an assessment centre as a supplement to their appraisal system (Hakan & Ibrahim, 2014).

11. Team Based Performance Appraisal

Employees are evaluated by their team as well as by themselves (Hakan & Ibrahim, 2014).

The following most typical performance appraisal approach has also been acknowledged by Dessler (1994) and Gilley, Gilley, Quatro, & Dixon (2009).

- **Constant feedback**—more than one appraisal procedure is undertaken annually (usually 2–4 times). This enables continuous performance and goal monitoring, communication, feedback, and modification.
- **Critical Incident:** The supervisor keeps a record of particularly admirable or objectionable instances of each subordinate's behaviour at work and discusses it with the employee at predetermined intervals. It is used as an addition to other evaluation strategies, such ranking strategies. Place the employee's card in the relevant performance category after writing the employee's name on a separate index card for each feature being evaluated (work quality, inventiveness, etc.).
- **Follow-up reviews**—a continuation of the appraisal procedure when chances for training and development are planned, short-term goals are assessed and modified, and advancement is reviewed. Within a few weeks of the primary appraisal meeting, follow-up reviews are frequently done.
- **Paired Comparison Approach:** It improves the effectiveness of the ranking method. For this approach of ranking employees, all potential pairs of employees for each trait are charted, with the better employee of the pair being indicated. Every subordinate is compared to every other

subordinate in pairs for each feature (such as number, quality, and so on).

- **Peer review:** Team members and peers evaluate the worker's performance. To achieve a fair outcome, care must be made in selecting objective peers, and the management must choose how much weight is given to each peer's comments. Choosing someone who is up for a promotion or pay increase may result in inaccurate feedback. When a boss has little interaction with the employee, this approach may be adopted.
- **Self-assessment:** Workers evaluate their own work. All performance evaluation techniques can include a self-assessment.
- **Top-down:** A number of management-level individuals evaluate an employee's performance.
- **Upward**— the employee rates the manager's performance and effectiveness (Dessler 1994 and Gilley et al., 2009).

It cannot be said that only one approach may be employed in a specific circumstance, sector organization because there are numerous performance appraisal techniques/methods with various features and evaluation procedures as given above. We can see that certain firms may utilize various evaluation techniques based more on their preferences than on the attributes they possess. In this instance, it is important to pay attention when selecting the best appraisal technique.

2.2.6 Challenges of Performance Appraisal

Even if performance appraisals have a negative and positive effect on organizations, there are several challenges or errors regarding with rating and other techniques (Baron, 1988; Larson, 1989; Okoh, 1998).

A ratter error is an error in performance appraisal that reflects consistent biasness on the part of the rate (Gomez-Mejía, Balkin, and Cardy, 2012). Below are the most noticeable rate errors that hamper the objectivity of performance appraisal:

- **Halo Error**

This error occurs when the evaluator has a generally positive or negative impression of the person, (Jones and Wright, 2007). By keeping in mind that people frequently excel in some areas while struggling in others, managers can avoid making the halo fallacy by evaluating each employee's performance for each and every assessment item objectively (Mamoria, 2005).

- **Central tendency error**

Everyone receives an average rating, regardless of how effective he or she has been. Central tendency error is an evaluation error that occurs when the ratter appraises all the employees near the

middle of the scale without discriminating as superiors or inferiors. This error seems to discourage best performers while encouraging poor performers (Dessler, 2013).

- **Contrast Error:**

In contrast error, the ratter compares and contrasts performance between two employees, rather than using predetermined performance measurement standard (Scott, Clotheir and Spriegel, 2007). By rating every employee based on their real performance, contrast error can be avoided. When using the ranking method appropriately, each individual should be evaluated based on the elements on the assessment form, and then the individuals should be ranked based on their evaluations (Shaw et al., 2008).

- **The Recency effect (Recent behaviour bias)**

The recency effect occurs when the evaluators undermined past performance of employees, rather they tend to appraise employees on the basis of recent work performance (Dessler, 2013).

- **Personal bias (Stereotyping)**

Stereotyping is the tendency in which an evaluator may systematically evaluate certain workers lower or higher than others on the basis of race, national origin, sex, age, or another factor (Dessler, 2013).

- **Leniency or Strictness:**

This is the tendency of some evaluators to be too generous in their rating by regularly awarding high scores to their subordinates. On the other hand, some ratters also have the trend to give regularly low scores to their employees. The error can be minimized by proper training of managers on appraisal systems (Mathis, and Jackson, 2010).

2.2.7 Effect of Performance Appraisal

An important effort to find better, more precise, and more affordable ways to assess work performance and employee motivation is the performance appraisal system. An important tool for improving employee performance in the workplace is the performance appraisal system (Vasset, Marnburg and Furunes, 2011). A successful performance appraisal and management system is a crucial component of an organization's effective human resource management, and performance appraisal is frequently regarded as one of the most crucial human resource management activities (Selvarajan and Cloninger 2008). Selvarajan and Cloninger (2011) cite Guest 1997.

Systems of performance evaluation that are effective aid in developing motivated and devoted employees. In their analysis, they pointed out that with large spans of control, several supervisors may work with an individual employee. They came to the conclusion that strong commitment from top management is necessary to construct an effective performance appraisal system. If the system does not establish a connection between employee performance and organizational goals, it will not be successful, it is bound to be less than completely effective (Deborah, Boice and Bria, 1997).

Performance evaluation is crucial because it provides updates on employees' performance, identifies training gaps, and develops strategies for employee development (Livy, 2007). Typically, a performance appraisal system is considered to be a crucial component for increasing employee motivation (Selvarajan and Cloninger, 2011).

2.3 Empirical Review

2.3.1. Performance Appraisal on Developing Countries

There are many challenges which hinder to apply the delivery of public service reforms in Africa (Lienert, 2003). The factors include those relating to human resources like manpower deficiencies, technology and lack of psychological readiness and shortage of financial and material resources necessary for effective delivery of services in the public organization. The problems of accountability as well as ethical issues also continue to affect effective delivery of public service in Africa. Some of the countries like: -

Kenya

According to Ikiara & Ndung'u, (2006) the government of Kenya's performance management system determinations is one of the exclusive methods in the world intended at improving service delivery in the public sector. They state that performance appraisal system in Kenya is still in its developmental stages so it needs a lot effort or system to manage effectively. However, within its few years of applied, the system has registered mixed results. While, in some sectors, the system has contributed significantly to improved administrative and financial performance, in others, results are yet to be realized. Most ministries are displaying an ascending trend in their budgetary absorption with regard to development expenditures since 2005 while some state corporations are slowly beginning to realize their potential (Ikiara & Ndung'u, 2006).

Naftal and Busienei (2015) conducted a study on the effect of human resource management practices on performance of public universities in Kenya. The purpose of this study was to

determine the connection between Kenya's public universities' performance and strategic human resources management strategies. Data was collected using semi-structured questionnaire and was subsequently analysed using SPSS. According to research findings, Kenya's public universities perform significantly better when strategic human resource management approaches are used. Results also showed that resource allocation, training and development, and reward management techniques each had an impact on the performance of public universities.

Tanzania

Kaunga (2012) reportedly conducted research on how performance reviews affect workers' productivity in Tanzania's governmental sectors. Performance Appraisal has been considered as the most significant and an indispensable tool for an organization, which the information it provides is highly useful in making decisions regarding various personnel aspects such as promotion and merit increases of employees.

Performance measures also link information gathering and decision-making processes which provide a basis for judging the effectiveness of personnel sub-divisions such as recruiting, selection, training and compensation in the organization. According to Kiando (2009), the appraisal policy is dedicated to helping every employee realize their potential and accomplish their own goals, which will benefit the organization. The performance appraisal policy supports the performance appraisal plan. The plan is a formal process centred on an annual meeting of each employee and their line manager to discuss on his/her work achievement. Reviewing the accomplishments from the previous year and setting goals for the next one is the goals of the meeting. These should relate with individual employees' goals and objectives with organisational goals and objectives.

2.3.2. Performance Appraisal on Ethiopia

From Ethiopian context, Adeba (2014) conducted study on practices and challenges of employees' Performance Appraisal in the ministry of culture and tourism. The study employed descriptive research design and qualitative and quantitative approaches for data analysis, and used simple random sampling as well as purposive sampling techniques to select respondents. The findings of the study indicated that the major objective of the appraisal in the ministry of culture and tourism was to identify weakness and strength of the employees; Performance Appraisal standard of the Ministry was not appropriate to measure performance, and job-related behaviour of the employees; employees have no clear information about when evaluation is conducted, and the criteria against which their performance will be evaluated. The findings of the study also showed that the problems of Performance Appraisal in the ministry were subjectivity of appraisal criteria, lack of employees'

participation in the appraisal process, Recency error, lack of transparency, misalignment between performance standards and employees' jobs, and a lack of training for both appraisers and appraisees.

The study recommended that the Performance Appraisal System should be expressed in terms of a set of principles which people will need to follow; the objective of appraisal should be made clear to all employees before appraisal takes place, and employees should accept it, and should be inclusive of all dimensions like for promotion, developing training program, salary recommendation, and for transfer. The study has also suggested that employees should be participate in the formulation of the appraisal system like in development of employee job expectation, and establishment of evaluation standards or development of appraisal format. Likewise, Balaraman, Tsega Gebremeskel, and Priya (2018) conducted cross-sectional survey research design on PA fundamentals, practices and challenges in public sectors of Adigrat town. The study employed both qualitative and quantitative research approaches .and utilized proportionate sampling techniques to select respondents.

The key findings of this study were as follows: The objectives of Performance Appraisal for employees of public sector were to let employees know how they were performing, to clear vague responsibilities, to motivate and assist the employees in growing within his/her job, to provide a record of employee's growth patterns and to identify training needs, to improve employee-management communication and to identify individual skills being used in the employee's present position.

Anjulo (2017) has investigated in to the attitude and reactions of employees` towards the overall performance appraisal system as well as its major components such as standard setting, appraisal instrument, In Addis Ababa, Ethiopia, the private banking sector has a feedback and appeals process. This article was a mixed type research design in nature which applied a descriptive method of analysis from a data collected from both questionnaires and interviews. The findings were as per the expectation of the authors where majority of respondents are not satisfied with the Performance Appraisal and developed negative attitude towards Performance Appraisal. In their company, employee appraisals served as a means of management and recognition for each employee's manager and supervisor.

Various studies were conducted on the Assessment of the Performance Appraisal Practice at different times. But most of the studies were conducted on about Performance Appraisal practice, performance appraisal criteria, perception of Employees on Performance appraisal, Implementation of Performance Appraisal System, Techniques and methods of performance appraisal .The finding

of the studies showed that lack of intervention of training, skill and knowledge gap in conducting PA and negative attitude towards PA, the subjectivity of the performance evaluation criteria, baseness of the appraisers and limited commitment, Lack of clarity between supervisor and employees during formulation of evaluation criteria, Abebe 2020 ; Demes2017; Kasech 2014 ; Misrak2014 ; Shumi, 2020 thus as shown in the above most of the studies did not observe the challenges and problems of Performance Appraisal Practice in detail and still now Performance Appraisal is under many challenges.

Thus, this study aimed at assessing the performance appraisal Practice in Addis Ababa traffic management agency and bridging the existing gap in the area by emphasizing the selecting Organization as a case study. Also, the organization has selected because of no study has been conducted before in the selecting organization.

CHATER THREE

RESEARCH METHODOLOGY

3.1. Description of the study Area

The Federal Democratic Republic of Ethiopia's capital city, Addis Ababa, is situated in the middle of the nation. Established in 1886. It extends over 540 square kilometers at an altitude of 2,500 meters above sea level of the Mediterranean Sea. Addis Ababa is currently divided into 11 sub-cities and 116 woreda. (UN –HABITAT, 2011) the city has a population of over 5,228,000 according to the population census (2022), with an annual growth rate of 4.43%. Was both a city and a state status (JITU, 2022?)

Recently the Administration of the city of Addis Ababa has restructured the governance structure of the Traffic and transport system in an effort to improve on the delivery of Traffic safety and flow infrastructure and services and oversight.

Traffic Management Agency (A.A.C.T.M.A) is among the institution organized under Addis Ababa city transport bureau. Cabin of Addis Ababa City Administration Municipality Service Executive Bodies reestablishment proclamation of 43/ 2007E.C established in order to organize and develop Traffic facilities in Addis Ababa City

Providing accessible, reliable, comfortable, safe, and environmentally friendly public and freight traffic service for the city in the year 2032 is the vision of Traffic Management Agency. The Agency is responsible for regulating and managing the public and freight traffic operations in a city. The agency is also responsible for building signals and traffic safety, zebras and other public traffic facilities in the city. Furthermore, it is also responsible for traffic institutional arrangement, fare setting, route assignment, scheduling and integrating the city public traffic operations. Now a day under the Agency, there are 5 Road Traffic branches and totally more than 1,000 workers and they give services to the city Traffic under the Traffic Management Agency.

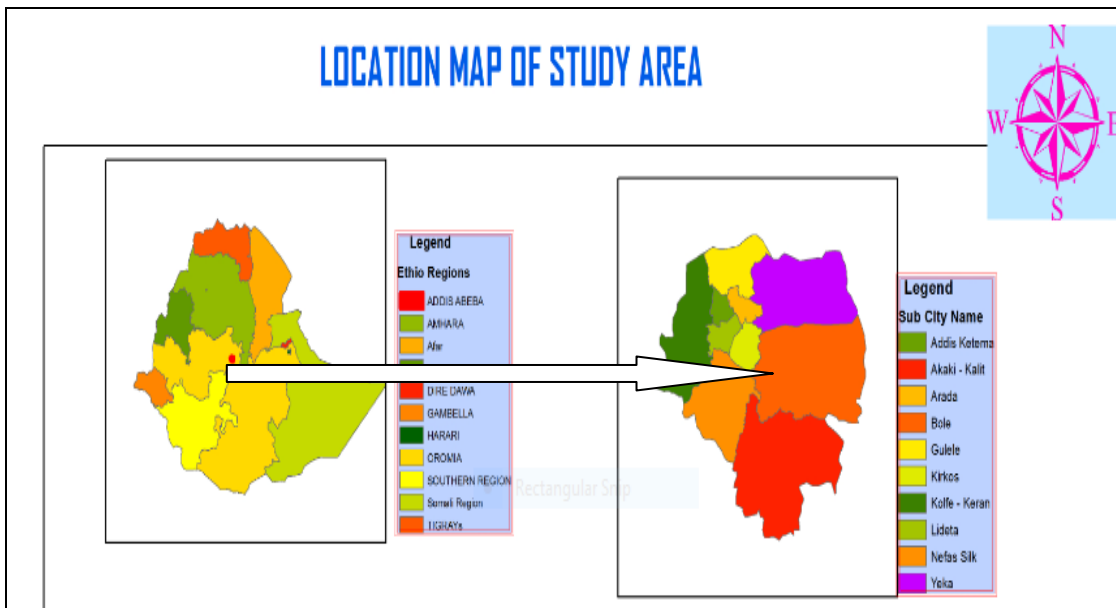


Figure 1: Location map of study area

Source: Traffic management Agency 2018

3.2. Research Design

Research design implies the way the study was conducted, the procedures and techniques employed to answer the research questions (McMillan and Schumacher, 1984). It indicates the nature of the study that was conducted. In order to have a clear concept of the problem, a descriptive method of study was conducted because it is suitable for refining the research tools such as questionnaires, observations and interviews. This method is selected because it enables the researcher to obtain the information concerned with the current status of the Performance Appraisal, challenges and its impact on employee performance in the traffic management agency.

A descriptive design is utilized to look into how the principal leads and how well the teachers were doing. This is because it enables the researcher to collect and describe a large variety of data relating to the leadership style and teacher performances. As argued by Kumer, (2005) descriptive research design is used to describe the nature of the existing conditions. Seyoum and Ayalew (1989) also agree that “descriptive survey design is the more appropriate to gather several kinds of data in a broad size to achieve the objectives of the study”. In the same line of argument, Best and Kahn (2003) have argued that descriptive design is concerned with conditions or level of performance that exist, opinions that are held, processes that are in motion, results that are visible, or emerging trends

3.3. Research Approaches

Qualitative and quantitative approaches were used to triangulate the findings of the study by complemented the possible weaknesses in a single approach. Qualitative adds depth while quantitative adds breadth. Thus, utilized the two approaches helps to have better depth and breadth.

Spratt, Walker, and Robinson (2004) claim that mixed-methods research aims to combine techniques from various perspectives (i.e., qualitative and quantitative methods). Mix methods studies provide a basis for triangulation, attempt to view the research questions from different points of view, and facilitate deeper exploration on the research topic.

3.4. Sample and Sampling Technique

3.4.1. Population

According to Mugenda (1999) and Sapsford (1999), population is the entire set of individuals' events or objects having observable characteristic about which organization of research findings can be made. The target population for this study were all employees of traffic management agency. According to the data of the agency (2022) report, the number of civil servants who works in the agency head office as 192. And from this population, the sample research participants were drawn.

3.4.2. Sampling Frameworks

Sampling frame consists of a list of items from the population which the sample is to be drawn. For, the study the sampling frame was lists employees of city traffic management agency which are stated in population of the study.

3.4.3. Sampling Unit

For this study employee from human resources directorate, traffic enforcement and event directorate, traffic control directorate, traffic engineering and operation directorate, parking administration and development directorate, service monitoring and assessment directorate, and finance and procurement directorate etc. at traffic management agency was unit of observation for the study. The main reason for the selection of these units is at each directorate performance appraisal was undertaken and employees were evaluated per six months as the result the experiences, practices and purposes and challenges during performance appraisal was assessed at traffic management agency.

3.4.4. Sample Size Determination

Different writers arrived at different formulas for calculating sample size. Yamane (1967) provides a simplify formula to calculate sample sizes. Accordingly, the sample determination formula of (Yemane, 1967) is adopt.

$$n = \frac{N}{1 + N(e)^2}$$

N = Population size / Target population Indicated sample size is n.

z= Confidence level (95 %)

e = level of statistical significance set or margin of error (standard value is 0.05)

This is preferred because the target population as such large and proportional.

$$\text{Therefore} = \frac{192}{1 + 192(0.05)^2} = 129$$

3.5. Sampling Technique

3.5.1. Sampling Technique for Qualitative Data

To get a qualitative data through interview non-probability purposive/ judgmental sampling was used. Using this method, the researcher chooses the units to be part of the sample. The reason behind selected this technique is to use more representative sample that can provide a more accurate and reliable data.

By taking the above points into consideration the researcher made an interview with key informants by selected purposively from head of departments and team leaders and employees of the human resource department of Addis Ababa city traffic management agency a total of (2) employees.

3.5.2. Sampling Technique for Quantitative Data

To select the respondents the researcher was used systematic random sampling technique from the probability sampling. By randomly selected the first case from a list of population and then continuing every Nth case until reaching the sample size. In line with the systematic sampling method the study was used every 2nd member of the population as a sample started from the first randomly selected member is 2. Therefore, the selected members were no. 2, 4, and 6 ... until all the 129 employees were selected.

3.6. Sources of Data

In this study, data from both primary and secondary sources were used.

3.6.1. The Primary Sources

The primary source of this study includes information which was obtained from the targeted respondents by questionnaires and interview. The primary data was collected through a questionnaire to be filled by employees of city traffic management agency and interviewing with staff team leaders and heads that work closely on the issues

3.6.2. The Secondary Sources

Secondary data includes earlier research works in the area of study from different libraries, published books, magazines and newspapers, reports, researches, journals, web pages, publications of foreign and local governments, government publications from Traffic management agency and Web-Sites

3.7. Data Collection Instruments

In this study the data collection instruments were collected by open and close ended questionnaire, structure interview and document review. All three instruments are equally important to generate the necessary valid data

3.7.1. Questionnaires

A form may be a written list of queries, the answers to that are recorded by respondents, in a very form respondents browse the queries, interpret what's expected and write down the answer (Rajit, 1999). Close ended questionnaire has use to generate quantitative data. The justification is that it is more appropriate for larger sample and increase the breadth of the study. The questionnaire included four parts, the first part focuses on general information of the respondents, and the second part is about extent of implementing performance appraisal, third and fourth focuses on the linkage of Performance Appraisal and employee performance and key challenges which affect the practice of performance appraisal. The questionnaire has translated into Amharic by the researcher. For the reliability and validity purposes, the two versions were given to pedagogy and language experts.

3.7.2. Interview

Interviewing is the process of interaction or communication in which a participant gives the needed information verbally in a face-to-face situation (Raja, 2002). A structure interview question was used in this research. The reasons behind are this method helps the researcher to fill the limitation of data

which could not be collected by questionnaire and because of its flexibility in which new question could be forward during interview based on the response of interviewee. This type of interview questions enables the respondents to answer the questions in much detail. The response has collecting by note taking and tape recording. The interview was used as a major instrument to gather first-hand information about the issue.

3.7.3. Document Analysis

A document review usually entails doing a content analysis of official government records, employee performance results internal organization annual reports or external reports or articles about a case subject. It requires critical analytical skills but there is an advantage of doing a document analysis since it does not interfere with or distort the case setting in anyway (McNabb, 2002).

The use of document analysis by researchers is motivated by a variety of factors. Firstly, document analysis is an efficient and effective way of gathered data because documents are manageable and practical resources. Documents are commonplace and come in a variety of forms, make documents a very accessible and reliable source of data. Obtained and analysed documents is often far more cost efficient and time efficient than conducted your own research or experiments. Also, documents area unit stable, non-reactive information source, that means that they'll be scan and reviewed multiple times and stay unchanged by the analysis influence or research method (bowen, 2009).

3.8. Test of Validity and Reliability

Validity and Reliability a reliable and valid research instrument is absolutely essential for collected accurate data for the conducted of any research and the process of development of the present research work.

3.9. Validity of the Instrument

In order to maintain the validity of the questionnaire, the researcher address to A.A.T.M.A higher officials and also employees. For the convenience of the enumerators, the English version was translated into Amharic by the researcher and checked for configuration by professional.

3.9.1. Reliability of the Instrument

The value of r (reliability) ought to be larger than half dozen (Nunlly, 1978). Additionally, William and Barry (2010) scales exhibiting a constant alpha between 0.80 and 0.96 area unit concede to have excellent responsibleness, between 0.70 and 0.80 are consider to have good reliability, and alpha

value between 0.60 and 0.70 indicates fair reliability and when the coefficient alpha is below 0.60, the scale was poor reliability.

For the purpose of measured internal consistency of the scales, Cronbach's alpha coefficient was use.

3.10. Data Analysis Method

Analysis of performance appraisal data includes summarized, coding, and interpreted the data so that the relevant information required for decision make can be obtained. Process such as edited and tabulation was done prior to analysis and then the collected data was analysed used narrations, mathematical expressions.

3.11. Ethical Matters

To undertake the research, the necessary approval and permission letter was written and obtain from the s't Marry University. After the researcher was got official permit to conduct the study on the specific office, for both qualitative and quantitative survey respondents were provided detail explanation on the overall objective of the study. Moreover, they were informed that any information provided by them was kept secret and was not been transfer to a third party or was not been used for any other purposes. Thus, their participation was supported their consent. Therefore, the man of science created all potential efforts to stay the participant's privacy. Finally, the man of science absolutely acknowledges the works of authors that was used for this study.

Table 3.12. Shows the summary of the reliability test.

Table 1: Reliability Test

Reliability Statistics	
Cronbach's Alpha	N of Items
.712	33

Source: survey Result, December, 2022

3.12. Reliability Test

The reliability test is a technique for examining the internal consistency of a scale. The degree of consistency was evaluated by the researcher using the Cronbach's alpha coefficient as the indicator.

All constructs and variables must have Cronbach's alpha values that are greater than 0.6. The Cronbach's alpha should ideally be greater than 0.7. Overall, all the variables have a Cronbach's

alpha coefficient of more than 0.6. However, for the variable of the assessment on the performance appraisal Practice in Traffic Management Agency the Cronbach's alpha measurement was 0.712. Therefore, all the items in this study are consistent and reliable.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

4.1. Response Rate

For this research data collection instruments were open and close ended questionnaires and interview. And questionnaires are distributed to Traffic Management Agency. For sampled employees 129 questionnaires were distributed and only 126 questionnaires were collected while 3 questionnaires were not returned. Hence, the response rate was 97.3% ($129/126 = 97.3\%$). As a result, larger portions of the surveys that were given were gathered. Similarly, interview was undertaken for 2 persons to support the data processing of the study

4.2. Demographic Profile of Respondents

As shown in table 4.2 below, the majority of the respondents 78(61.8%) are male whereas only 48(38.2%) of the respondents are female respondents for this study. The percentage rate shows that male respondents were higher than the female respondents in Traffic Management Agency.

In regarding to age category of respondents, 56(44.5%) of the respondents have an age of 40-49 years old and 50(39.1%) of respondents have the age category of 29-39 years of old. The other 12(10%) have the age of involving 18-28 years of old and 8(6.4%) from the respondents have above 50 years of old. Hence, the result of the study assured that greater parts from the respondent are adults which support them to participate and understand the practice of performance appraisal and the challenges associated during performance appraisal procedure at Traffic Management Agency. As shown at table below also concerning educational level, the respondents have BA/BSc degree and above educational level 89(70.9%) and master's educational level 32(25.5%). Whereas, 5(3.6%) of the respondents have grade 1-12 educational status. Hence, the result shows that majority of respondents included for the study have BA/BSc degree educational level which have dual role either in the way to accept, understand and analyze the science, procedure and practical experiences or consciously ignore the application of performance appraisal practice and does not voluntary to be appraised by evaluators and disagree with the result of appraisal. Thus, adequate management of these two extremes and use the use positive prospective and apply performance appraisal practice and procedures at Traffic Management Agency.

In regarding to work experience of employees of Traffic Management Agency table below shows that, from the sample 56(44.5%) have 6- 10 years' work experience, 45(35.5%) of them have 11-15 years of work experience, 16(12.7%) have 1 year to 5-year work experience and the remaining 9(7.3%) have above 15 years work experience. The results of the study show those, majority of

respondents have adequate work experience which helps them to easily understand and involve at the practice, procedure as well as the weakness and challenges of performance appraisal in the study area. The numeric data was shown at table 4.2 below.

Table 2: Demographic characteristics of respondents

Variables		Response Rate	
		Frequency	Percent
Gender	Male	78	61.8
	Female	48	38.2
	Total	126	100.0
Age	18-28 years	12	10.0
	29-39 years	50	39.1
	40-49 years	56	44.5
	50 and above	8	6.4
	Total	126	100.0
Educational Level	Grade 1-12	5	3.6
	TVET or Diploma	32	25.5
	BA/BSc and above	89	70.9
	Total	126	100.0
Work Experience	1-5 year	16	12.7
	6- 10 years	56	44.5
	11-15 years	45	35.5
	Above 15 years	9	7.3
	Total	126	100.0

Source: Field Survey, December, 2022

4.3. The Nature and Practice of PA in Addis Ababa Traffic Management Agency

Under this section the availability of PA, the frequency of PA, the proper implementation of PA, the prevision of feedback and the detail practice of PA was discussed in the following manner.

4.3.1. The Availability of Formal Appraisal Process in Addis Ababa Traffic Management Agency

Sample respondents are asked concerning the availability of formal employee appraisal practice in Traffic Management Agency. Figure 4.3.1 below shows that, 99(78.2%) of respondents assured that, currently there is formal employee appraisal practice in Traffic Management Agency, while 27(21.8%) from the respondents said there is no formal employee appraisal practice at their institution. Therefore, from the findings of the study we can conclude that, there is formal employee appraisal practice in Traffic Management Agency.

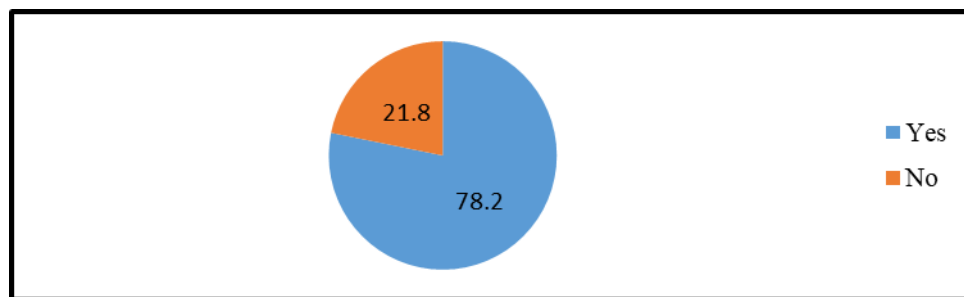


Figure 2: Currently there is formal employee appraisal practice

In addition, according to human resource and service delivery monitoring, supervision & assessment directorate in Traffic Management Agency interview response, the plan of the Agency was cascaded in to directorate; the directorate plan was cascaded in to team leader; the team leader plan was cascaded in to individual; and the individual was taken the ratio and cascaded in to yearly, semi quarterly, quarterly, monthly and daily and based on the plan employees actual performance was compared with plan with the help of performance appraisal procedure in Traffic Management Agency.

Table 3: The frequency of performance evaluation taken place

The frequency of evaluation	Response	
	Frequency	Valid Percent
Once	8	5.8
Twice	114	90.7
Three times	4	3.5

Total	126	100.0
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Source: Field Survey, December, 2022

4.3.2. The Frequency of Performance Evaluation undertaken

Table 4.3.2 below shows on the frequency at which employee performance evaluation was undertaken (for those who said there is formal appraisal practice), 114(90.7%) said that, employees are evaluated their performance twice (per six months), 8(5.8%) from the respondents indicated that their performance was evaluated once in year and 4(3.5%) respondents answered that the evaluation was undertaken for three times in Traffic Management Agency, while no response who reply four times. Therefore, the findings of the study summarize that; employee evaluation was undertaking twice in a year in Traffic Management Agency.

In addition, according to interview response with human resource and service delivery monitoring, supervision & assessment directorate, employee’s performance was evaluated based on the cascaded plan per six months for two times per year and the evaluating committee was formed from different directorates and lead by service delivery monitoring, supervision & assessment directorate through considering the committee members previous experience on the evaluation process and after forming the committee the members set schedule of evaluation and announce for each directorate and based on their schedule performance appraisal was undertaken firstly the Agency, then directorate, case teams and individual was evaluated accordingly at Traffic Management Agency. In addition, the types of standards/criteria used to conduct employee’s performance appraisal mostly used includes skills, quality, knowledge, completeness, and experience and accuracy standards at the study area.

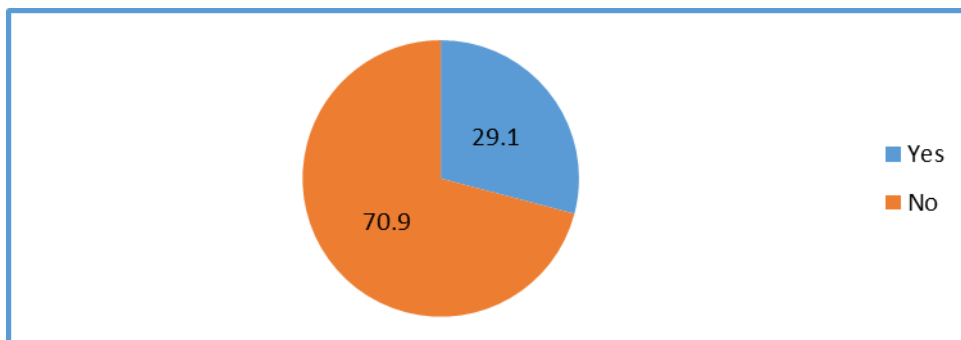


Figure 3: The PA method that is currently in use properly implemented

4.3.3. The PA Methods Currently in use Properly Implemented at the Agency

The word proper implementation was subjective and employees may see the proper implementation based on their evaluation result and the attitudes have on performance appraisal, as indicated at figure 4.2. below, 89(70.9%) respondents said the PA method that is currently in use was not properly implemented in Traffic Management Agency, while 37(29.1%) respondents assured that, the PA method that is currently in use was properly implemented in Traffic Management Agency. Thus, the response rate articulated that, in Traffic Management Agency, the PA method that is currently in use was not properly implemented and the response indicates that performance appraisal procedure and methods use was not appropriately use at work which affects the normal operation and application of performance appraisal at the study area.

The response rate was shown at Figure 4.3.3. Below.

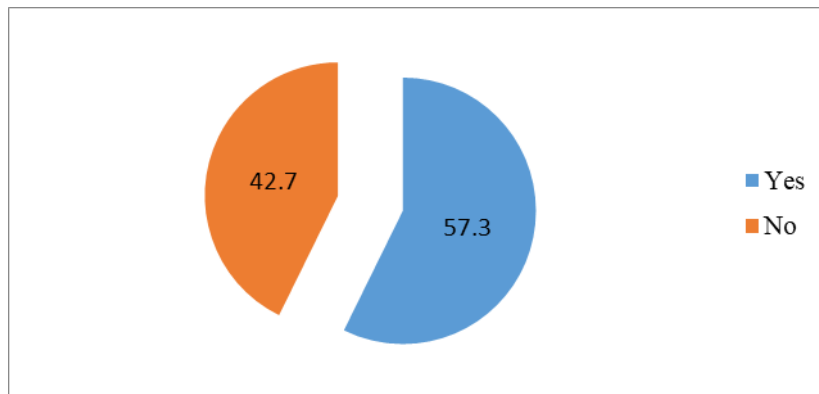


Figure 4: PA measurements on work plan and work performance

4.3.4. PA Measurements Concerning Work Plan and Work Performance

Performance evaluation was undertaken through considering different factors from these the major was work plan cascaded at the beginning of budget year as well as at the beginning of seconded quarter revised plan and concerning this, 72(57.3%) employees said that, performance appraisal measurement was undertaken through considering work plan and associated work plan whereas, 54(42.7%) respondents does not agree concerning performance appraisal measurement was undertaken through considering work plan and associated work plan at the study area. Thus, from the response rate we can conclude that, performance appraisal measurement was commenced based on pre-sated work plan and work performance comparison.

The response rate was shown at Table 4.3.4 below.

Table 4: Evaluators effective participation in PA evaluation

option	Response	
	Frequency	Percent
Yes	56	44.5
No	70	55.5
Total	126	100.0

4.3.5. Evaluators Effective Participation in PA Evaluation

As indicated previously, performance evaluators were collected from different directorates such as top managers, director, case team leaders, supervisor/coordinators and officers and formed as rating committee and the evaluation task was their secondary task as the result they may not actively participate at performance appraisal process, as indicated at table 4.3.4 below 70(55.5%) sampled respondents said that, evaluators were not effectively participate in PA evaluation process while 56(44.5%) from the respondents assured about the effective participation of PA evaluators at the study area. Therefore, from the response rate we can see there is weak participation of evaluators at performance appraisal at Traffic Management Agency.

The response rate was shown at Table 4.3.5. Below.

Table 5: The get of accurate feedback about performance after a formal appraisal

Feedback rate	Response	
	Frequency	Percentage
Yes, every time	21	17.3
Often, but not always	61	48.2
Only when required	39	30.9
Never	5	3.6
Total	126	100.0

4.3.6. The Provision of Feedback for Performance after a Formal Appraisal

After each phase of performance appraisal for each employee the provision of accurate feedback was required which helps for employees to know their performance rate, strengths and weakness of employee; for the Agency to differentiate good performers from low performers for varied purpose but, feedback provision was determined by evaluation committee's effort, as shown at table 4.5 below, accurate feedback about performance after a formal appraisal was undertaken often, but not always 61(48.2%), only when required 39(30.9%), every time 21(17.3%) and never 5(3.6%) at Traffic Management Agency. Therefore, major respondents assured that, accurate feedback about performance after formal appraisal was provided often but not always at Traffic Management Agency.

To crosscheck the response rate of sampled respondent's interview was undertaken with service delivery monitoring, supervision & assessment directorate and he assured that, the performance appraisal was undertaken by evaluation committee formed by Agency directorate and the committees were up to 20 in number and the number of evaluated employees were larger which may include 1090(one thousand and ninety) with the rule all employees must evaluated, so it is difficult to give adequate feedback for each employee and the evolution procedure complicated and requires subjective judgment i.e. each employee was required to give mark from 4%, 6% was given by team members and 10% was given by team leader and or director at each evaluation criteria and the content was not related to work plan and decided subjectively and no any ground to differentiate each employees performance but case team leaders give random mark for each employee and varies the mark for the aim of similar point was not provided and it was undertaken based on the well of case team leader and send to evaluating committee without shown to the person for whom point was provided for reducing grievance by employees and 80% point was provided based on cascaded plan, as the result of large number of employees and unclear procedure of evaluation process feedback was not frequently provided for employees about performance appraisal evaluation results at Traffic Management Agency.

4.3.7. The Practice of Performance Appraisal System in Addis Ababa Traffic Management Agency

The practices of performance appraisal were listed at the table 4.6 below and indicate the extent to which the respondents were evaluated and the lists are evaluated with the ranges 1 to 5 (1= strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, and 5=Strongly Agree) and the response rate was described as follows.

The response rate was shown at Table 4.3.7. Below.

Table 6: The Practice of Performance Appraisal System

Practice of PA		Measurement						mean	St.dev
		strongly disagree	Disagree	Neutral	Agree	Strongly Agree			
The PA process begins with setting clear and specific performance standards	Frequency	27	39	27	20	13	2.97	1.45	
	percentage	21.8	30.9	21.8	15.5	10			
PA is clearly communicated to all employees before its application	Frequency	28	33	32	22	11	2.99	1.42	
	percentage	22.7	26.4	25.5	17.3	8.2			
Employees performance is measured based on pre-established standards	Frequency	20	22	22	55	7	3.52	1.42	
	percentage	15.5	17.3	17.3	44.5	5.5			
PA is always conducted by the appraises and the employees sitting together	Frequency	43	50	20	11	2	2.29	1.099	
	percentage	34.5	40	16.4	8.2	0.9			
PA is applied regularly and fairly without any bias measures	Frequency	27	35	20	20	24	3.2	1.63	
	percentage	21.8	28.2	15.5	15.5	19.1			
PA criteria are set based on employee's job description	Frequency	6	7	14	52	47	4.59	1.21	
	percentage	4.5	5.5	10.9	41.8	37.3			
PA criteria are allied with the objectives and goal of the organization	Frequency	8	11	13	49	45	4.46	1.34	
	percentage	6.4	8.2	10	39.1	36.4			
Employees are involving in the formulation of the PA criteria	Frequency	39	49	27	7	4	2.41	1.22	
	percentage	30.9	39.1	20.9	5.5	3.6			
PA criteria are specific, objective and correctly measure employee's actual performance	Frequency	38	45	25	11	7	2.52	1.29	
	percentage	30	36.4	20	8.2	5.5			

Source: Field Survey, 2022

PA process begins with setting clear and specific performance standards as one of the practices of performance appraisal and respondents were disagreed 39(30.9%), strongly disagreed and neutral with equal response rate 26(21.8%), agreed 19(15.5%) and strongly agreed 12(10%) about the issue and the average response rate was (2.97) approximated disagreement rate while the response rate was varied among sampled respondents with standard deviation rate 1.45. Thus, more than half from the selected respondents were disagreed about PA process begins with setting clear and specific performance standards at Traffic Management Agency.

The other practice of performance appraisal was PA is clearly communicated to all employees before its application but respondents 33(26.4%), 32(25.5%), 28(22.7%), 22(17.3%) and 11(8.2%) response rate were disagreed, neutral, strongly disagreed, agreed and strongly agreed respectively on PA clear communication to all employees before its application at the study area. The average mean score was (2.99) and varied with (1.42) standard deviation between informants. Hence, greater parts from the sampled respondents were disagreed about PA is clearly communicated to all employees before its application in performance appraisal practice at Traffic Management Agency.

As indicated at table 4.3.7 below, 56(44.5%), 22(17.3%), 23(18%) and 2(0.9%) respondents were agreed, neutral, disagreed, strongly disagreed and strongly agreed respectively concerning employee's performance is measured based on pre-established standards at the study area. The mean score indicates, the average mean score was (3.52) neutral about employees' performance is measured based on pre-established standards while the replies about the practice was varied among respondents with standard deviation (1.42). Hence, employee's performance was measured based on pre-established standards at the study area.

PA is always conducted by the appraises and the employees sitting together as the indicator of PA practice was disagreed by 50(40%) respondents, strongly disagreed by 43(34.5%) respondents, undecided/neutral by 20(16.4%), agreed by 11(8.2%) and strongly agreed by 2(0.9%) respondents and average mean score (2.29) at disagreed rate but sampled respondents' response rate was varied with smaller variation (1.099) standard deviation at the study area. Thus, at Traffic Management Agency, PA is not always conducted by the appraises and the employees sitting together but the evaluation practice was undertaken by valuating committee and no any contact was undertaken during the evaluation process at the selected office.

PA is applied regularly and fairly without any bias measures and the respondents were disagreed 36(28.2%), strongly disagreed 27(21.8%), strongly agreed 24(19.1%) and neutral and agreed with equal response rate of 19(15.5%) on fair, regular and unbiased performance of PA, the mean/average score was (3.2) disagreed range but the disagreement rate was too varied between respondents with the rate (1.63) standard deviation score at the study area. Hence, the response rate assured that, at Traffic Management Agency PA was applied regularly but not fair and unbiased during performance measures.

As indicated at table 4.4 below, from the respondents 52(41.8%), 47(37.1%), 14(10.9%), 7(5.5%) and 6(4.5%) were agreed, strongly agreed, neutral, disagreed and strongly disagreed respectively

concerning PA criteria are set based on employee job description and the average mean score (4.59) agreed rate and the level of score was varied with (1.21) standard deviation at the study area. Therefore, from the response rate one can conclude that, PA criteria are set based on employee job description as PA practice indicator was agreed by majority parts of the respondents.

The other PA practice was relating to PA criteria are allied with the objectives and goal of the organization and on this indicator of PA, 49(39.1%) respondents were agreed, 47(37.3%) respondents were strongly agreed, 13(10%) respondents were neutral, 11(8.2%) respondents were disagreed and 6(4.5%) respondents were strongly disagreed on the issue, the average mean score (4.46) neutral rate while the level of neutrality was varied with larger (1.34) standard deviation rate, thus, sampled respondents were agreed on PA criteria are allied with the objectives and goal of the organization as an indicator of PA practice at Traffic Management Agency.

Respondents were disagreed 49(39.1%), strongly disagreed 39(30.9%), neutral 25(20.9%), agreed 8(5.5%) and strongly agreed 5(3.6%) concerning employees' involvement in the formulation of the PA criteria and the mean score (2.41) at disagreed rate and the disagreement rate was varied with standard deviation (1.22) rate at the study area. Hence, at Traffic Management Agency employees were not involving in the formulation of PA performance and stated at an indicator of performance appraisal practice.

PA criteria are specific, objective and correctly measure employee's actual performance being an indicator of PA practice was disagreed by 45(36.4%), strongly disagreed by 37(30%), neutral by 25(20%), agreed by 11(8.2%) and strongly agreed by 8(5.5%) respondents and the mean score (2.52) which was at the rate of disagreement level and the disagreement rate was varied with (1.29) standard deviation. Therefore, greater respondents were disagreed on PA criteria are specific, objective and correctly measure employee's actual performance at Traffic Management Agency.

In addition according to interview response with reform and change works case team leader on the practice of PA at Traffic Management Agency, Performance appraisal was undertaken with the help of evaluating committee who were coming from different departments and these bodies were undertaking performance appraisal basing on the Agency business score card, annual plan and cascaded plans for each directorate, case team and individual out of 80% only the point was given by individual (4%), team members(6%) and team leaders(10%) and which accounts 20% , the evaluation was undertaken semi-annually, the plan was based on the aim of the Agency, the mark was given with the communication with near leaders and approved by the leader at the study area.

4.4. The Purposes of Employees' Performance Appraisal System

At table 4.4 below lists the purposes of performance appraisal system in Addis Ababa Traffic Management Agency and sampled respondents were required to indicate the extent of their agreement with the value ranges 1 to 5 (1= strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, and 5=Strongly Agree) for each purpose of performance appraisal.

The response rate was shown at Table 4.4.Below.

Table 7: The purpose of Performance Appraisal

Purposes of PA		Measurement						Mean	St.D
		strongly disagree	Disagree	Neutral	Agree	Strongly Agree			
Differentiate high performer from low performers	Frequency	14	29	3	22	58	4.19	1.73	
	percentage	10.9	22.7	2.7	17.9	46.4			
Identify the strengths and weaknesses of employees	Frequency	12	28	3	34	49	4.19	1.61	
	percentage	9.1	21.8	2.7	27.3	39.1			
Determine training and development needs	Frequency	21	29	12	30	34	3.66	1.7	
	percentage	17.3	22.7	9.1	23.6	27.3			
Decide appropriate salary increment, and reward for employees based on their performance result	Frequency	57	27	23	10	9	2.4	1.45	
	percentage	45.5	20.9	18.2	8.2	7.3			
To control the overall performance of employees	Frequency	9	18	13	37	49	4.33	1.49	
	percentage	7.3	14.5	10	29.1	39.1			

One of the purposes of performance appraisal was to differentiate high performer from low performers and on this purpose 59(46.4%) respondents were strongly agreed, 28(22.7%) respondents were disagreed, 22(17.9%) respondents were agreed, 14(10.9%) respondents were strongly disagreed and 3(2.7%) respondents were neutral and the average mean score was (4.19) which is at neutral agreement level while the neutrality was varied with (1.73) standard deviation among the respondents at the study area. Thus, proper performance appraisal has the significance of differentiating high performers from low performers at Addis Ababa Traffic Management Agency.

The identification of the strengths and weaknesses of employees was the other purpose of proper performance appraisal at Traffic Management Agency and the Agency employees were strongly agreed 49(39.1%), agreed 34(27.3%), disagreed 28(21.8%), strongly disagreed 12(9.1%) and neutral 3(2.7%) with the stated response rate and the average mean score is (4.19) at neutral level of

agreement and the difference was (1.61) standard deviation which shows there is higher response variation on the issue at the study area. Thus, more than half from the respondents were agreed that, the purpose of performance appraisal was to identify the strength and weakness of employees in Traffic Management Agency.

The performance evaluation was helps to identify the gaps of employees and the gap can be filled through different means among the means training was the one which helps to provide the ways, experiences and ways of working basing on the nature of the work. As indicated at Table 4.7 below, 34(27.3%), 30(23.6%), 29(22.7%), 22(17.3%) and 11(9.1%) from the sample respondents were strongly agreed, agreed, disagreed, strongly disagreed and being neutral respectively concerning determine training and development needs as one of the major purpose of appropriate performance appraisal and the average mean score was (3.66) at disagreed state and the disagreement level was varied with (1.7) standard deviation which indicates the level of disagreement was too wide and far apart among sampled respondents at the study area. Hence, from the response rate, we can see that, the purpose of PA was to determine the requirement and need of training and development in Traffic Management Agency.

Sampled respondents from Traffic Management Agency were strongly disagreed 58(45.5%), disagreed 26(20.9%), neutral 23(18.2%), agreed 10(8.2%) and strongly agreed 9(7.3%) about the purpose of PA for deciding appropriate salary increment, and reward for employees based on their performance result and the average mean score is (2.4) disagree and the disagreement rate was (1.45) standard deviation that means the disagreement level was varied among respondents at the study area. Therefore, the response rate indicates, greater parts form sampled respondents were disagreed on the purpose of Pa for deciding appropriate salary increment, and reward for employees based on their performance result at Traffic Management Agency.

The other purpose of PA was to control the overall performance of employees and major 49(39.1%) respondents were strongly agreed, 37(29.1%) respondents were agreed, 18(14.5%) respondents were disagreed, 13(10%) respondents were neutral and 9(7.3%) from the respondents were strongly disagreed on the purpose specified and the mean score was (4.33) approximate to agree and the level of agreement was varied with (1.49) standard deviation result; thus, greater respondents were agreed about the purpose of PA to control the overall performance of employees at Traffic Management Agency.

In general performance appraisal have the purpose to differentiate high performer from low performers; to identify the strengths and weaknesses of employees, to determine training and

development needs and to control the overall performance of employees at Traffic Management Agency.

In addition, according to interview response with human resource directorate at Traffic Management Agency who was one member of evaluation committee, PA have different purpose for the Agency and for employees but the purpose was insured when it was undertaken with fair and unbiased manner, from the purposes insured was to identify the performance of employees and figure out the performed objective from the unperformed tasks and know the causes for weak performance; to evaluate and compare the planed with actual performance at the institution; sometimes PA result was used to compare employees when there is promotion, education opportunity, for scholarship and the best performers can win the opportunity; at Traffic Management Agency some profession requires special training and consecutive upgrading which requires training during this time giving training for all employees was impossible so employees were given the opportunity based on PA result and PA also helps to control the performance of employees and other purposes can be gained at the study area.

According to Beshir, (2016), performance Appraisal (PA) benefits both employees and employers. Employers gain from knowing the strengths and weaknesses of their workforce. Understanding the employees helps to make basic enforcement for weakly performing employee by giving training and development in order to improve his/her performance if not to punish. It also helps when people who performed well may easily get paid and promoted. PA is not only important to employee's problem identification, but also important to the organization for effective utilization of human resource by identifying strong employees from best for utilization of manpower, to bring effectiveness and efficiency. Employees benefited by getting feedback about their performance of certain period in time, to improve themselves on their poor performance or to be motivated for their good performance.

The numeric data was delivered at Table 4.5 below.

Table 8: challenges of PA

Challenges of PA		Measurement					Mean	St.D
		strongly disagree	Disagree	Neutral	Agree	Strongly Agree		
Measurement bias in evaluating employees' performance	Frequency	11	10	15	40	50	4.536	1.48
	percentage	9.1	8.2	11.8	30.9	40		
Lack of skill and knowledge of evaluation	Frequency	18	10	9	54	35	4.13	1.55
	percentage	14.5	8.2	7.3	42.7	27.3		
Lack of Integration between evaluation criteria and employees' job	Frequency	18	10	8	50	40	4.18	1.59
	percentage	14.5	8.2	6.4	40	32.7		
Lack of supervision on employee's job performance	Frequency	18	13	18	14	63	4.25	1.72
	percentage	14.5	10	14.5	10.9	50		
Lack of employee participation in formulation of PA criteria	Frequency	11	6	17	27	65	4.5	1.48
	percentage	9.1	4.5	13.5	20.9	51.8		
The appraisal results are subjective	Frequency	22	6	6	43	49	4.27	1.9
	percentage	17.3	4.5	4.5	34.5	39.1		
Negative attitude towards appraisal process	Frequency	60	37	13	5	11	2.24	1.43
	percentage	48.2	29.1	10	3.6	9.1		
Absence of adequate training	Frequency	1	8	11	44	62	4.86	1.06
	percentage	0.9	6.4	9.1	34.5	49.1		
Performance appraisers consistently give average rating	Frequency	16	11	5	48	46	4.3	1.56
	percentage	12.7	9.1	3.6	38.2	36.4		

4.5. Challenges on Performance Appraisal Process

Performance appraisal evaluation system faces with different difficulty, which has an impact on employee's job performance and job satisfaction in the study area. In addition, even if challenges are available its degree of effect was varying among employees with some extent.

Based on the responses of employees of Traffic Management Agency, the main challenges are measurement bias in evaluating employee's performance and this challenge was strongly agreed

50(40%), agreed 39(30.9%), neutral 15(11.8%), strongly disagreed 12(9.1%) and disagreed 9(8.2%) by sampled respondents and the mean score (4.536) agreed level while the agreement level was varied with (1.48) standard deviation among respondents. Hence, the bias relating to employee's performance measurement was the major challenges that affect the proper performance appraisal procedure and process in Traffic Management Agency.

The challenge relating to lack of skill and knowledge of evaluation process due to the evaluation was undertaken with committee formed from different departments and directorates with having varied understanding about PA process and procedure and this challenge was agreed, strongly agreed, strongly disagreed, disagreed and neutral by employees of Traffic Management Agency with respective ration 54(42.7%), 34(27.3%), 18(14.5%), 11(8.2%) and 9(7.3%) response rate. As shown at Table 4.8 below the mean score was (4.13) at neutral state and the variation rate on the issue was (1.55) standard deviation among the replied respondents. The response rate reveals lack of skill and knowledge of evaluation process was one of the challenges during PA performance in Traffic Management Agency.

The other hindrance for proper performance appraisal was lack of integration between evaluation criteria and employees' job and the level of agreement was agree 50(40%), strongly agree 41(32.7%), strongly disagreed 16(12.8%), disagreed 11(8.2%) and neutral 8(6.4%) response rate but the average score of mean (4.18) approximately agreement level with having the response variation (1.59) standard deviation among sampled respondents. So, 70.9% from the sampled respondents were agreed that, lack of integration between evaluation criteria and employees' job as the main challenge during performance evaluation in Traffic Management Agency.

Employees from Traffic Management Agency were strongly agreed 63(50%), neutral and strongly disagreed 18(14.5%), agreed 14(10.9%) and disagreed 12(10%) concerning lack of supervision on employee's job performance as the challenge of PA and as indicated at table 4.8 the mean score for this challenge was (4.25) approximately agreed level and the agreement level was varied with (1.72) standard deviation between sampled respondents. Therefore, the absence of supervision on employee job performance was agreed by greater parts of respondents as the challenges that hinder adequate performance and operation of PA in Traffic Management Agency.

Lack of employee participation in formulation of PA criteria was the other challenge faced the normal operation of PA at the study area and the level of agreement was strongly agree 65(51.8%), agreed 26(20.9%), neutral 17(13.5%), strongly disagreed 12(9.1%) and disagree 6(4.5%) response amount and the mean score is (4.5) at the range of agreement and the variation of agreement level was at (1.48) standard deviation among respondents at the study area. Thus, majority of respondents

were agreed that, lack of employee participation in formulation of PA criteria as the main challenge for performance appraisal practice at the selected organization.

The challenges relating to PA was subjective nature of the appraisal results and on this challenge employees were strongly agreed, agreed, strongly disagreed, disagreed and neutral with the number of respondents 49(39.1%), 43(34.5%), 22(17.3%) and 12(9.1%) respectively while the mean score or average score was (4.27) approaching to agree with the variation rate of (1.9) standard deviation among the sampled respondents, hence, subjective appraisal result was the major challenges for PA and agreed by major employees of Traffic Management Agency.

The attitudes of employees for PA have also its own contribution and negative attitude towards appraisal process which was strongly disagreed 61(48.2%) and disagreed 36(29.1%) by respondents while the other 13(10%), 12(9.1%) and 4(3.6%) informants were neutral, strongly agreed and agreed concerning negative attitude towards appraisal process as one of the challenge in PA process, and the mean score was (2.24) approximately disagree and the disagreement rate was (1.43) standard deviation among sampled respondents at the study area. Therefore, as per sampled respondents from Traffic Management Agency, negative attitude towards appraisal process has weak effect on the normal operation of PA at the area understudy.

The challenge for PA was absence of adequate training on the way of PA performance, guidelines and procedures hinder the proper accomplishment of PA and 62(49.1%) of informants were strongly agreed, 43(34.5%) respondents were agreed, 12(9.1%) employees were being undecided/neutral, 8(6.4%) respondents were disagreed and some 1(0.9%) from the selected employees were strongly disagreed concerning the absence of adequate training as one of the challenges of PA at the study area, but the mean score was (4.86)agreed status and the variation rate was to small (1.06)standard deviation among informants of the study. Thus, absence of adequate training for employees concerning PA process, practice and procedure was the major challenge for adequate performance of PA at Traffic Management Agency.

The other challenge for PA practice was performance appraisers consistently give average rating with considerable response rate 48(38.2%) agreed, 46(36.4%) strongly agree, 16(12.7%) strongly disagree, 11(9.1%) disagreed and 5(3.6%) neutral level of agreement while the average mean score was (4.3) which was approximate to agree rate but the agreement variation was (1.56) standard deviation between respondents on the challenge of PA practice at the study area. Therefore, majority from the respondents agreed that, performance appraisers consistently give average rating was the main challenges occurred at Traffic Management Agency.

From the result acquaint that from the challenges which have higher effect for performance appraisal were measurement bias in evaluating employees performance, lack of skill and knowledge of evaluation, lack of Integration between evaluation criteria and employees job, lack of supervision on employees job performance, lack of employee participation in formulation of PA criteria, the appraisal results are subjective, absence of adequate training and performance appraisers consistently give average rating at Traffic Management Agency.

Based on the response rate, the challenges that have higher effect for performance appraisal were absence of adequate training, lack of employee participation in formulation of PA criteria, measurement bias in evaluating employee's performance, performance appraisers consistently give average rating, the appraisal results are subjective, lack of supervision on employees job performance, lack of integration between evaluation criteria and employees job and lack of skill and knowledge of evaluation which hinders the proper undertaking of performance appraisal at Addis Ababa Traffic Management Agency.

In addition, according to interview with human resources directorate different challenges were happened which hinders the proper performance of PA at Traffic Management Agency from the challenges some are lack of common standards, lack of training, presence of awareness gap among evaluators and employees, lack of communication, failure to apply evaluation data, presence of unclear performance appraisal procedure, poor measure of performance criteria's, weak feedback system and unqualified person rates employees.

According to Balaraman et al. (2018), the challenges of performance appraisal are raised from employees and manager's side. From employee's face, employees find objectionable performance appraisal for the terror of disparagement on their feeble side of their job performance, dread that their salaries, promotions, and their fate the results of this domino effect are won by the company pivot. Challenges of the performance appraisal from managers' side include cultural problem (avoiding negative feedback as it is not part of organizational culture), negative assumption (lack of confidence on the appraiser by appraiser), an inappropriate work assignment, and job loss anxiety.

He categorized them as, most serious performance appraisal challenges, process-related, instrument (form) challenges, manager/execution challenges, employee/subject challenges and timing issued. The most serious ones include, not assessing real performance (rather ending up in comparison of manager's traits with the employee), occasional feedback, non-data-based assessment, lack of responsibility.

Due to the continuous monitoring of employees' effort and behaviour, some employees might feel restricted in the way they can organized and execute their work, which might induce a negative impact on job satisfaction. As laid out in the beginning, PA is often linked to direct monetary consequences. Employees are more at risk for losing their income while received variable payments, as the bonus could be reduced during recessions. Furthermore, PA may induce higher levels of pay dispersion within a company, which potentially reduces employee satisfaction when employees, for instance, dislike inequity (Kampkötter, 2014).

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS.

5.1. Summary

The nature and practice of employee's performance appraisal system

In traffic management agency undertakes the formal employee appraisal practice and the employee evaluation was undertaken semi-annually (two times in a year). But, the PA method that is currently in use was not properly implemented and the less performance measurement was commenced based on pre-sated work plan and work performance comparison and there is weak participation of evaluators at performance appraisal process at Traffic Management Agency and accurate feedback about performance after formal appraisal was provided often but not always at Traffic Management Agency and the practice of performance appraisal was performed at lower rate at the study area.

The main purposes of Performance appraisal

The undertaking of performance appraisal have different aims and purposes, from the purposes of performance appraisal some includes to differentiate high performer from low performers; to identify the strengths and weaknesses of employees, to determine training and development needs and to control the overall performance of employees at Addis Ababa Traffic Management Agency.

The challenges in performance appraisal system

The process of performance appraisal at Traffic Management Agency have faced with different difficulties on its operation; and from the challenges which have higher effect were absence of adequate training, lack of employee participation in formulation of PA criteria, measurement bias in evaluating employee's performance, performance appraisers consistently give average rating, the appraisal results are subjective, lack of supervision on employees job performance, lack of Integration between evaluation criteria and employees job and lack of skill and knowledge of evaluation in Traffic Management Agency.

5.2. Conclusions

The study assured that, there is formal employee appraisal practice which was undertaken two times in a year and evaluating committees formed from different sectors are the main responsible organs to carryout performance appraisal through using standards/ such as skills, quality, knowledge, completeness, experience and accuracy in Traffic Management Agency while there is weak participation of evaluators at performance appraisal process.

In addition, the findings of the study concluded that, performance appraisal procedure and methods used was not appropriately used and accurate feedback about performance after formal appraisal was provided often but not always at Traffic Management Agency.

The findings of the study concluded that, from the performance appraisal practices, employees of Traffic Management Agency were disagreed concerning; PA process begins with setting clear and specific performance standards, PA is clearly communicated to all employees before its application in performance appraisal practice, PA is always conducted by the appraisers and the employees sitting together, PA was applied regularly but not fair and unbiased during performance measures, employees involvement in the formulation of the PA criteria and PA criteria are specific, objective and correctly measure employee's actual performance as an indicator of performance appraisal practice at the selected office.

On the other side, respondents were agreed about employee's performance was measured based on pre-established standards, PA criteria are set based on employee job description and PA criteria are allied with the objectives and goal of the organization during the undertaking of performance appraisal at Traffic Management Agency.

Performance appraisal was undertaken through setting different aims proposed to achieve. The main purposes of PA were to differentiate high performers from low performers, to identify the strength and weakness of employees, to determine the requirement and need of training and development and to control the overall performance of employees while respondents were disagreed concerning PA for deciding appropriate salary increment, and reward for employees at Traffic Management Agency.

In the process of performance appraisal various challenges are happened which have as higher effect for the adequate undertaking of PA were; absence of adequate training, lack of employee participation in formulation of PA criteria, measurement bias in evaluating employee's performance, performance appraisers consistently give average rating, the appraisal results are subjective, lack of supervision on employees job performance, lack of integration between evaluation criteria and employees job and lack of skill and knowledge of evaluation, whereas, negative attitude towards appraisal process have low effects on proper performance appraisal at the selected study area.

5.3. Recommendation

Proper performance appraisals have greater contribution for the attainment of organization objectives and enhance on productivity, so superior concentrations have to give to make the procedure of PA operational within Traffic Management Agency. Therefore, the researcher gives the following recommendation to the agency:

➤ **Prepare Suitable Performance Appraisal Standards with active participation**

To make performance procedure effective and efficient the agency should prepared suitable and measurable performance standards with adequate and appropriate participation of employees at the beginning of the budget year. In addition, the prepared standards should make clear and make an illustration for all members of the agency how to make the standards workable for evaluating the performance of employees at Traffic Management Agency. In addition, the works of Traffic Management Agency is different between directorates, hence different measurement criteria and measurement units have to be designed via considering the type and nature of work type and availability of resources within the directorates at Traffic Management Agency.

➤ **Facilitate Adequate Training on Performance Appraisal procedures for employees**

At Traffic Management Agency to make performance appraisal evaluation process simple and operational the agency employees should have adequate know how on the process and procedure of PA and holds work experience and develop the habit of recording their daily task easily. Hence to do so the agency have to give adequate training on PA evaluation procedures and scheme, clear the procedures followed and acquaint them the requirements during employee

performance appraisal at monthly or quarterly through inviting specialists on the issue and facilitate experience sharing system with those having best experiences on PA activity.

➤ **Prepare Work Experiences sharing program with similar or different offices**

The practice of performance appraisal becomes perfect through time and work experience. Therefore, to become perfect and practitioner the agency shall to seek experience from experienced and best performers per stated period of time based on the condition of work.

➤ **Cascade the work done for Each worker At the Beginning of the budget year**

The evaluation was made based on cascaded agreement signed between employees and agency or directorates, process owners or case team leaders and the evaluation process becomes easily to the agency evaluation committee. The findings of the study show that, the agency cascading experience was weak and employees are evaluated without any pre-cascaded plan deemed to perform throughout the budget year. Hence to overcome such problem the agency should give cascaded amount to each director, process owner, team leader, case team and individuals which would help as a baseline on which performance appraisal was undertaken and evaluation process can be performed at adequate manner at Traffic Management Agency.

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Appendix

Introduction

I am a graduate student at St. Mary's university currently working a thesis on title **Assessment of Performance Appraisal practice in the Case of Addis Ababa Traffic Management Agency**. The main aim of this study will be to Asses, the Performance Appraisal practice in Addis Ababa Traffic management agency this study is for academic purpose only. Your information will be kept private and anonymous. You will not record your name anywhere on this survey. Participation is done on a completely volunteer basis. The information you provide can be viewed only by the researcher and authorized research staff members. Please circle the appropriate response for questions where options have been provided and write out the appropriate where applicable. Thank you very much

Appendix I: Questionnaire to be filed by Employs of Addis Ababa Traffic Management Agency

General Instructions

Part I: Demographic Characteristics

Instruction: please indicate your answer by putting ' X ' mark in the given spaces

1. **Gender:** 1) Male 2) Female
2. **Age:** 1)18- 28 year 2) 29 – 39 years
3) 40 – 49 years 4) 50 and above
3. **Educational level:** 1) Grade 1-12 2) TVT or Diploma 3) B.A degree and above

4. Work experience

- 1) 1-5 years
- 2) 6-10 years
- 3) 11-15 years
- 4) 15 and above

Part II Nature and Practice of PA

1. Is there formal appraisal process in the organization?

- 1) Yes
- 2) No

2. How often is performance appraisal conducted within a year?
 1) Once 2) Twice 3) Three times 4) Four times and above
3. Do you think the PA method that is currently in use properly implemented in your organization?
 1) Yes 2) No
4. Do you believe that PA measurements are always based on your work plan and work performance?
 1) Yes 2) No
5. Do you think evaluators are effectively participating in the evaluation?
 1) Yes 2) No
6. Do you get accurate feedback about your performance after a formal appraisal?
 1) Yes, every time
 2) Often, but not always
 3) Only when required
 4) Never

Direction: Below are lists of statements that may be used to describe Practice of PAS in A.A, T.M.A Please indicate the extent to which you agree with the statement by placing “√” in a box from 1 to 5, where 1= strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, and 5=Strongly Agree

No	Items related to Practice of PA	Measurement				
		1	2	3	4	5
7	The PA process begins with setting clear and specific performance standards					
8	PA is clearly communicated to all employees before its application					
9	Employees' performance is measured based on pre-established standards					
10	PA is always conducted by the appraisers and the employees sitting together					
11	PA is applied regularly and fairly without any bias measures					
12	PA criteria are set based on employees' job description					
13	PA criteria are allied with the objectives and goal of the organization					
14	Employees are involving in the formulation of the PA criteria					
15	PA criteria are specific, objective and correctly measure employee's actual performance					

Part III: Purposes of employees' PAS

Direction: Below are lists of statements that may be used to describe purposes of PAS in A.A,T.M.A
Please indicate the extent to which you agree with the statement by placing “√” in a box from 1 to 5, where 1= strongly disagree, 2= Dis Agree, 3= Neutral, 4= Agree, and 5=Strongly Agree

No	Items related to Purposes of PA	Measurement				
		1	2	3	4	5
1	Differentiate high performer from low performers					
2	Identify the strengths and weaknesses of employees					
3	Determine training and development needs					
4	Decide appropriate salary increment, and reward for employees based on their performance result					
5	To control the overall performance of employees					

Part IV. Challenges on PA

Direction: Below are lists of statements that may be used to describe challenges of employees" PAS.
Please indicate the extent to which you agree with the statements by placing “√” in a box from 1 to 5, where 1= strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, and 5 =Strongly Agree

No	Items related to Challenges of PA	Measurement				
		1	2	3	4	5
1	Measurement bias in evaluating employees" performance					
2	Lack of skill and knowledge of evaluation					
3	Lack of Integration between evaluation criteria and employees" job					
4	Lack of Supervision on employees" job performance					
5	Lack of employee participation in formulation of PA criteria					
6	The appraisal results are subjective					
7	Negative attitude towards appraisal process					
8	Absence of adequate training					
9	Performance appraisers consistently give average rating					

መግቢያ

ውድ የትራፊክ ማኔጅመንት ሰራተኞች እኔ በቅድሳተ ማሪያም ዩኒቨርሲቲ የድህረ ምረቃ ተማሪ ስሆን ፤ አሁን **የሰራተኞች የስራ አፈፃፀም ምዘና ተግባራዊነት የዳሰሳ ጥናት በአዲስ አበባ ትራፊክ ማኔጅመንት ኤጀንሲ** በሚል ርዕስ የመመረቂያ ጽሁፊን እያዘጋጀሁ እገኛለሁ። የጥናቱ ዋና ዓላማ ። በአዲስ አበባ ትራፊክ ማኔጅመንት ኤጀንሲ የሰራተኞች የስራ አፈፃፀም ምዘና ስርዓትን በመዳሰስና ችግሮችን በመለየት መፍትሄዎቻቸውን ማመላከት ነው ።

ይህ ጥናት ለትምህርት ፍጆታ ብቻ የሚውል ሲሆን ፤ እርስዎ የሚሰጡት መረጃ ሚስጢራዊነቱ የተጠበቀ ነው። ተሳታፊነትዎ ሙሉ በሙሉ በፍቃደኝነት ላይ የተመሠረተ ሲሆን በዚህ መጠይቅ ስምዎን በማንኛውም ቦታ መመዝገብ አይጠበቅብዎትም። ስለዚህ ከተቀመጡት አማራጮች ውስጥ ተገቢነው የሚሉትን መልስ በመምረጥ በክፍት ቦታዎቹ ላይ የ' X ' ምልክት በማድረግ በተሰጡት ክፍት ቦታዎች ላይ መልስዎን በመጻፍ እንዲመልሱ በታላቅ አክብሮትና ትህትና እጠይቃለሁ።

- **ስለትብብርዎ አመሠግናለሁ!**
- **ጥያቄ ካለዎ ይህን አድራሻ መጠቀም ይችላሉ ሞባይል: 0913 188446**
- **ተቀጽላ I: ለትራፊክ ማኔጅመንት ኤጀንሲ መስሪያ ቤት ሰራተኞች የተዘጋጀ መጠይቅ**
- **ክፍል I: የመላሾች የስነ ህዝብ ሁኔታ**

ትዕዛዝ: ከተቀመጡት አማራጮች ውስጥ ተገቢነው የሚሉትን መልስ በመምረጥ በክፍት ቦታዎቹ ላይ የ' X ' ምልክት በማድረግ ይመልሱ።

1. **ጾታ:** 1) ወንድ 2) ሴት
2. **ዕድሜ:** 1) 18- 28 ዓመት 2) 29 – 39 ዓመት
- 3) 40 – 49 ዓመት 4) 50 እና በላይ
3. **የትምህርት ደረጃ:** 1) ከ1-12ኛ 2) ቴክኒክና ሞያ ወይም ዲፕሎማ 3) ቢ.ኤዲግሪና በላይ
4. **የአገልግሎት ዘመን:** 1) ከ1-5 ዓመት 2) ከ6-10 ዓመት
- 3) ከ11-15 ዓመት 4) ከ15- ዓመት በላይ

ክፍል II: ከተቀመጡት አማራጮች ውስጥ ተገቢነው የሚሉትን መልስ በመምረጥ በክፍት ቦታዎቹ ላይ የ' X ' ምልክት በማድረግ ይመልሱ።

1. በመስሪያ ቤቱ መደበኛ የሆነ የምዘና ሂደት አለ?
 - 1) አዎ
 - 2) አይደለም
2. በእርስዎ ተቋም ለምን ያህል ጊዜ የሰራተኞች የስራ አፈጻጸም ምዘና ይካሄዳል?
 - 1) በዓመት 1 ጊዜ
 - 2) በዓመት 2 ጊዜ
 - 3) በዓመት 3 ጊዜ
 - 4) በዓመት 4 ጊዜና በላይ
3. በእርስዎ አስተያየት አሁን በስራ ላይ የዋለው የአፈጻጸም ምዘና ስርዓትና የሰራተኛውን የስራ አፈጻጸም በተገቢው ሁኔታ በተቋሙ ተግባራዊ ተደርጓል ይላሉ? 1) አዎ 2) አይደለም
4. የአፈጻጸም ምዘና ስርዓቱ የእርስዎን የስራ ዕቅድና አፈጻጸም መሰረት ያደረገ ነው ብለው ያስባሉ?
 - 1) አዎ
 - 2) አይደለም
5. በእርስዎ አስተያየት የስራ አፈጻጸም መዛኞች በእርስዎ የስራ አፈጻጸም ምዘና ላይ ሁልጊዜ በተገቢው ሁኔታ ተሳትፎ ያደርጋሉ ብለው ያስባሉ? 1) አዎ 2) አይደለም
6. ከመደበኛ የስራ አፈጻጸም ምዘና በኋላ አፈጻጸምዎትን አስመልክቶ ተገቢውን ግብረ መለስ ያገኛሉ?
 - 1) አዎ በየጊዜው
 - 2) አልፎ አልፎ ሁልጊዜ ሳይሆን
 - 3) ባስፈለገ ጊዜ ብቻ
 - 4) ፈጽሞ አይሰጥም

የመላሾች ዳሰሳ በ አ/ አ/ ት/ማ/ኤ የሰራተኞች የስራ አፈጻጸም ምዘና ስርዓት ትግበራ

ከታች በዝርዝር ለተገለጹት የሰራተኞች የስራ አፈጻጸም ስርዓት ስርዓት ትግበራን አስመልክቶ በሰጥን ውስጥ ከቀረቡት ከአንድ እስከ 5 መመዘኛዎች ማለትም፡- 1= በጣም አልስማማም 2= አልስማማም 3= እርግጠኛ አይደለሁም 4=እስማማለሁ 5=በጣም እስማማለሁ-ውስጥ በመምረጥ የ“√” ምልክት ይመልሱ ።

ተ.ቁ	የአፈጻጸም ምዘና ስርዓት ትግበራና መሰል ጉዳዮች	Measurement				
		1	2	3	4	5
7	የአፈጻጸም ምዘና ሂደት የሚጀምረው ግልጽ እና ዝርዝር የአፈጻጸም መስፈርቶችን በማስቀመጥ ነው					
8	የአፈጻጸም ምዘና ተግባራዊ ከመደረጉ በፊት ለሁሉም ሰራተኞች ግልጽ ይደረጋል					

9	የሰራተኞች የአፈጻጸም ምዘና የሚካሄደው ቀደም ብለው በተዘጋጁ መስፈርቶች ነው					
10	የአፈጻጸም ምዘና ምንጊዜም ተግባራዊ የሚደረገው መዘኙና ሠራተኛው በጋራ በመሆን ነው					
11	ያለምንም አድሎአዊ መስፈርት መደበኛና ትክክለኛ የአፈጻጸም ምዘና ይደረጋል					

ተ.ቁ	የአፈጻጸም ምዘና ስርዓተ ትግበራና መሰል ጉዳዮች	Measurement				
		1	2	3	4	5
12	የስራ አፈጻጸም መመዘኛ የሚዘጋጀው በሰራተኞች የስራ መዘርዘር መሰረት ነው					
13	አፈጻጸም መመዘኛው ከተቋቋሙ ዓላማና ግብ ጋር የተቆራኘ ነው					
14	በተቋሙ ውስጥ የአፈጻጸም መመዘኛ መስፈርት ሲዘጋጁ ሰራተኞች ይሳተፋሉ					
15	የአፈጻጸም ምዘና መስፈርት ለሰራተኞች አፈጻጸም ምዘና ዓላማና ለስርዓተ ምዘና ጠቃሚ ነው					

ክፍል III ከታች በዝርዝር ለተገለጹት የስራ አፈጻጸም ምዘና ዓላማን አስመልክቶ በሰጡን ውስጥ ከቀረቡት ከአንድ እስከ 5 መመዘኛዎች ማለትም:-1=በጣም አልስማማም 2=አልስማማምም 3= እርግጠኛ አይደለሁም 4=እስማማለሁ 5=በጣም እስማማለሁ-ውስጥ በመምረጥ የ“√” ምልክት ይመልሱ ::

ተ.ቁ	የሰራተኞች የአፈጻጸም ምዘና ዓላማና መሰል ጉዳዮች	Measurement				
		1	2	3	4	5
1	ከፍተኛ ፈጻሚዎችን ከዝቅተኛ ፈጻሚዎች ይለያል					
2	የሰራተኞችን ጠንካራ እና ደካማ ጎን ይለያል					
3	የስልጠናና የአቅም ግንባታ ፍላጎትን ይወስናል					
4	በሰራተኞች አፈጻጸም ወጤት መሰረት የሰራተኞችን የደሞዝ ጭማሪ እና ሽልማት በተገቢው ሁኔታ ይወስናል					

5	የሰራተኛውን አፈጻጸም በሁሉም መልኩ ይቆጣጠራል					
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ከታች በዝርዝር ለተገለጹት የሰራተኞች አፈጻጸም ምዘና ተግዳሮቶችን አስመልክቶ በሰጥን ውስጥ ከቀረቡት ከአንድ እስከ 5 መመዘኛዎች ማለትም:-1=በጣም አልስማማም 2=አልስማማምም 3= እርግጠኛ አይደለሁም 4=እስማማለሁ 5=በጣም እስማማለሁ-ውስጥ በመምረጥ የ“√” ምልክት ይመልሱ ::

ተ.ቁ	የሰራተኞች አፈጻጸም ምዘና ተግዳሮቶችና መሰል ጉዳዮች	Measurement				
		1	2	3	4	5
1	በሰራተኞች አፈጻጸም ምዘና ላይ የምዘና አድልዎ አለ					
2	ምዘናው የክህሎትና የእውቀት ውስንነት አለበት					
3	በምዘናው መስፈርትና በሰራተኛው ስራ መካከል የቅንጅት ውስንነት አለበት					
4	በሰራተኛው ላይ የሰራ አፈጻጸም ክትልና ድጋፍ ውስንነት አለበት					
5	በአፈጻጸም ምዘና መስፈረት ዝግጅት ላይ የሰራተኞች ተሳትፎ ውስንነት አለበት					
6	የአፈጻጸም ምዘናው ውጤት አድልዎ ነው					
7	ምዘና ሂደቱን አስመልክቶ አሉታዊ ዝንባሌ መኖር					
8	ተገቢ የሆነ ሥልጠና ያለመኖር					
9	ወጥነት ያለው አማካኝ ነጥብ በመዘኞች ይሰጣል					

Part VIII. Give your answer briefly for the following question.

1. How do you rate the overall practice of PA in your organization?
2. What are the main purposes of PA in **A.A.T.M.A**?
3. What major problems and challenges are encountered in the implementation of PAS in **A.A.T.M.A**?

4. What should be done for successful implementation of PA in **A.A.T.M.A**?