ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES
DEPARTMENT OF PROJECT MANAGEMENT

EMPLOYEES' PERCEPTION OF THE PROBLEMS AND PRACTICES OF EMPLOYEE PERFORMANCE EVALUATION: A CASE STUDY OF WEGAGEN BANK (WB)

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DECEMBER, 2024

ADDIS ABABA, ETHIOPIA

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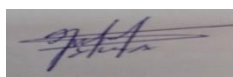
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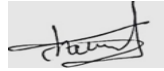
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DECLARATION

I declare that this thesis is entirely my work, completed under the supervision of Alazar Amare, PhD. I have acknowledged all sources of material used in the thesis. Additionally, I confirm that this thesis has not been submitted to any other educational institution to earn a degree, either partially or in full.

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Date of submission: 06/02/2025

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Advisor's Approval

This thesis has been submitted for defense with my approval as a university advisor.

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CERTIFICATION

This is to certify that the thesis work entitled "Employees' Perception of The Problems and Practices of Employee Performance Evaluation: A Case Study of Wegagen" submitted in partial fulfillment of the requirements for the award of a master's degree in project management, St. Mary's University; through the Department of Project Management, done by Ms. Hewan H/georgis.

Research Advisor: <u>Alazar Amare (PhD.)</u>

Signature

Date: December 29, 2024

Place: St. Mary's University

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ACRONYMS

WB=Wegagen Bank

SMART=Specific Measurable Achievable Relevant and Timebound

ABSTRACT

This study investigates employees' perceptions of the performance evaluation practices at Wegagen Bank (WB), focusing on the challenges and effectiveness of the current evaluation system. The primary purpose of this research is to understand how employees perceive the objectives, fairness, and usefulness of performance evaluations, with the ultimate goal of identifying areas for improvement and enhancing overall employee satisfaction and organizational performance. A mixed-methods approach was utilized, combining quantitative data from surveys distributed to 72 employees across four bank branches and qualitative insights gathered through interviews with human resource managers and evaluators. The findings reveal that while employees recognize the significance of performance evaluation in guiding development and compensation decisions, a considerable portion expresses skepticism about the system's fairness and validity. Key issues identified include perceived bias, inadequate feedback mechanisms, and a lack of transparency regarding evaluation criteria. These challenges lead to decreased motivation and trust in the appraisal process. Based on these insights, the study recommends several strategies for improvement: implementing comprehensive training programs for evaluators, revising and clarifying evaluation criteria, enhancing feedback mechanisms to promote ongoing dialogue, and promoting greater transparency within the evaluation process. Wegagen Bank can foster a more equitable and effective performance evaluation system by addressing these concerns, ultimately driving higher employee engagement and enhancing organizational effectiveness.

Keywords: performance evaluation, employee perception, Wegagen Bank, human resource management, organizational improvement.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Employee performance evaluation has long been recognized as a critical practice within organizations, serving as a pivotal component of effective business and human resource management strategies (Aguinis, 2013). As employees represent one of the most valuable assets of an organization, effective performance evaluation not only facilitates the recognition and promotion of high performers but also helps identify individuals who may benefit from developmental programs (Dessler, 2019). Additionally, performance evaluation is vital in enhancing employee engagement by promoting fairness and transparency in organizational processes (Hennekam & Van der Smeek, 2019).

However, traditional performance appraisal methods have come under scrutiny for their limitations in accurately reflecting employee performance. These evaluations often fail to account for the complexities of job roles and the diverse competencies of employees, potentially leading to misinterpretations of performance (Smither, Baldassare, & Washington, 2006). Employees' perceptions of performance evaluation processes can significantly influence the effectiveness of these systems, underscoring the necessity for research that identifies and addresses the challenges associated with performance evaluations (Baker, 2009).

An ineffective appraisal system can result in numerous challenges, including low morale, decreased productivity, and diminished enthusiasm among employees for their organization (Rafikul Islam and Shuib bin Mohd Rasad, 2005). Evaluating employee performance requires supervisors to have a thorough understanding of the job's nature and the sources of evaluative information. These details must be systematically gathered, provided as feedback, and integrated into the organization's performance management processes to inform compensation, job placement, and training decisions.

The effectiveness of performance evaluation as a managerial decision-making tool largely hinges on the accuracy of the appraisal system in providing reliable data on employee performance. Thus, rating accuracy is a critical aspect of the appraisal process. Challenges in obtaining accurate appraisals can stem from faults in the rating format, deficiencies in appraisal content, rater bias,

and the implications of the appraisal's purpose for both the rater and the rates (Thomas Decotiis & Andre Petit, 1978). When evaluation results fail to accurately reflect employee performance, it can lead to misguided administrative decisions that adversely affect employees' career trajectories.

In light of these challenges, this study aimed to investigate employees' perceptions of the current performance evaluation practices at Wegagen Bank (WB) and identify the associated challenges. By evaluating the reliability and validity of performance appraisal outcomes, the research explored the system's overall effectiveness in supporting employee development, compensation decisions, and broader human resource management strategies. Specifically, it scrutinized the performance appraisal process to identify critical issues and their root causes within the bank.

The findings of this study contributed to the existing literature on employee performance evaluation by providing insights into employees' perceptions of the challenges and practices at Wegagen Bank. The recommendations derived from this research assisted the bank's management in understanding employee perspectives and concerns regarding the current performance evaluation systems. Ultimately, the study aimed to improve Wegagen Bank's performance evaluation process, leading to enhanced employee motivation, productivity, and job satisfaction. Furthermore, this research served as a valuable resource for both academic scholars and students interested in performance management, while also enriching the researcher's practical understanding of research methodologies and contributing to their professional development.

1.2 Statement of the Problem

Every organization requires efficient management of performance appraisals, as these evaluations are critical tools for assessing employees' perceptions of their work performance and overall contributions to the organization. Performance appraisal objectives include providing a basis for individual remuneration, guiding performance assessment and improvement, identifying employee training needs, and assessing suitability for promotion. Moreover, effective performance evaluations allow employees to gain insights into their strengths and weaknesses, identify training needs, become active participants in the evaluation process, and collaboratively agree on new goals and objectives.

However, the implementation of performance evaluation systems often faces numerous challenges that undermine their effectiveness. Common issues include the subjective nature of evaluation criteria, the use of irrelevant metrics for assessing employee performance, and biases, favoritism,

and lack of objectivity exhibited by raters. Additionally, inadequate skills and knowledge among raters, insufficient documentation, and a failure to provide constructive feedback on evaluation results contribute to a culture of distrust and dissatisfaction. These challenges are present in a variety of organizations with formal performance evaluation frameworks, leading to inconsistencies in evaluations and disparities in employee perceptions.

Previous research has explored these issues across various contexts, highlighting similar concerns about performance evaluations. For instance, a study conducted by Banjoko (2015) in Nigeria identified employees' perceptions of performance appraisals as inherently flawed due to biased evaluations and insufficient feedback mechanisms. In the Ethiopian context, Eshetu and Abegaz (2018) investigated performance evaluations in public sector organizations and reported that employees often felt undervalued due to pervasive biases influencing appraisal outcomes. Another study by Abebe (2020) highlighted the challenges faced by workers in private institutions, revealing that subjective criteria often led to discontent over promotion decisions and performance assessments. These findings underline the globally shared concerns regarding discrimination in performance evaluations and the importance of improving these systems.

Despite these insights, there exists a notable gap in the literature specifically focusing on employee perceptions related to performance evaluation practices within the Ethiopian banking sector, particularly at Wegagen Bank. While previous studies have predominantly targeted public sector organizations or other private entities, this research will aim to fill the gap by specifically addressing the unique challenges and practices experienced in Wegagen Bank's performance evaluation system. Furthermore, existing studies have largely relied on quantitative methodologies that may overlook the nuanced perceptions of employees; thus, this study will adopt a mixed-methods approach to provide a more comprehensive understanding of these dynamics. By focusing on Wegagen Bank's performance evaluation practices, this research will seek to contribute valuable insights to the existing literature and offer actionable recommendations to enhance the effectiveness of performance management strategies, thereby promoting employee satisfaction, productivity, and overall organizational success.

1.3 Objectives of the Study

1.3.1. General Objective

The general objective of this study is to assess employees' perceptions of the problems and practices surrounding performance evaluation at Wegagen Bank (WB). This assessment aims to identify the effectiveness and challenges of the current performance evaluation systems and practices in place within the organization.

1.3.2. Specific Objectives

The study will focus on the following specific objectives:

- To identify employees' perceptions of the purposes of performance evaluation at Wegagen Bank (WB).
- To identify the employees' perception of the factors contributing to unfair performance evaluation in Wegagen Bank.
- To know how the perception of employees towards the feedback process in performance evaluation.
- To summarize, conclude, and recommend alternative ways to overcome performance evaluation problems.

1.4. Research Questions

The research will try to answer the following research questions:

- What are the major reasons for conducting performance evaluation in Wegagen Bank (WB)?
- What are the real problems facing Wegagen Bank concerning performance evaluation practices?
- To what extent do employees receive feedback on the result of performance evaluation

1.6. Significance of the Study

This study emphasizes how important performance evaluation is for improving both organizational effectiveness and employee growth in the banking sector of Ethiopia. By pinpointing the problems in current evaluation practices, the research offers practical suggestions for Human Resource

Management to solve issues like bias and subjectivity. These problems can negatively impact salary raises, promotions, and employee morale.

The results of this study add to the current knowledge about performance evaluation and serve as a helpful resource for professionals and researchers alike. It encourages a more objective and supportive approach to assessments, promoting better understanding between those evaluating performance and those being evaluated. The study also highlights the need for better evaluation tools, which can ensure fairer and more accurate performance judgments.

Furthermore, this research helped analyze human resource practices related to compensation, promotions, and performance appraisals. It aimed to uncover any policy challenges and constraints that existed. This information was crucial for top management to make informed decisions that supported the organization's goals and ensured a stable workforce. Overall, the study not only unearthed academic knowledge about performance evaluation but also provided practical advice for improving employee performance and achieving success in the organization.

1.6 Scope of the Study

This report is limited to the data that was obtained from the rates using questionnaires and interviews in the Wegagen Bank (WB). Regardless of the different characteristics of performance evaluations and their various uses for undertaking different administrative decisions, the research is limited to the employees' perception of the problems and practices of performance evaluation in four branches of the bank (namely, Head office, Bole Medihaniyalem, Ayat Tafo, and Adisu Gebeya Branches.). Moreover, the study used managers and clerical workers as a participant of the study and prohibited non-clerical workers.

1.7 Organization of the Study

The study is organized into five chapters, each addressing specific aspects of the research. Chapter One introduces the background, statement of the problem, objectives, research questions, significance, scope, and overall organization of the study. Chapter Two provides a literature review that delves into the existing knowledge within the relevant field. In Chapter Three, the methodology is discussed, outlining the research design, sample size and sampling technique, data sources, collection methods, and data analysis procedures. Chapter Four presents the results and discussion, including detailed profiles of the respondents and an analysis of the data collected

through the proposed instruments. Finally, Chapter Five concludes the study with a summary, key conclusions, and recommendations for future research.

CHAPTER TWO
REVIEW OF LITERATURE

2.0 Introduction

The primary aim of this chapter is to provide a clear theoretical and practical understanding of employee performance appraisal within the banking sector. It begins by exploring various definitions of performance appraisal offered by different scholars and selecting a suitable definition relevant to this study. Following this, it discusses the importance of performance appraisal, the various methods used, and the criteria for evaluating employee performance. Additionally, it highlights the benefits derived from effective performance appraisal practices and examines the entire appraisal process. Finally, it addresses the factors that can influence the effectiveness of performance evaluations. Through this comprehensive review, the chapter lays the groundwork for a deeper analysis of the challenges and issues surrounding performance appraisal in organizations, particularly in the context of Wegagen Bank.

2.1 Theoretical Review

Performance evaluation is a systematic process through which organizations assess individual employee performance, potential, and contributions within the workplace. It serves as a fundamental tool in human resource management (HRM) for making critical decisions regarding promotions, professional development, compensation, and employee retention. This theoretical review aims to examine the key concepts, methodologies, and challenges related to performance evaluation, drawing on existing literature to provide a comprehensive understanding of this complex process.

2.1.1 Definition of Performance Appraisal

Performance evaluation is a structured and systematic process employed by organizations to assess individual employee performance and potential for development. According to Aswathappa (2002), performance evaluation is defined as "the systematic evaluation of the individual concerning his or her performance on the job and his or her potential for development." This definition emphasizes that the objective of performance evaluation is not solely to review past performance but also to identify future promotional potential, thereby serving both evaluative and developmental roles. Furthermore, it highlights the necessity of a structured framework to measure

and assess job-related behaviors and outcomes, determining the methodologies utilized in the evaluation process.

Ivancevich (2004) extends this notion by distinguishing between formal and informal performance appraisal systems, stating that a formal performance evaluation is a systematic activity designed to determine how effectively an employee performs their work. This differentiation underscores the need for intentional, organized approaches to performance evaluation, contrasting with informal evaluations that may lack structure and consistency.

Adding to this framework, Michael Beeras cited in Lorch (1987)describes performance appraisal as a combination of systematic procedures and interpersonal interactions, where managers and subordinates engage in a communicative process to assess and influence performance. This definition illustrates the critical interplay between the appraisal system comprising established objectives, procedures, and criteria and the appraisal process involving feedback and dialogue, thereby reflecting the relational dynamics of performance evaluations.

Moreover, Yong (1996), as cited in Ahmad and Ali (2004), succinctly states that performance appraisal is "a periodic evaluation of the output of an individual measured against certain expectations." This highlights the evaluative nature of performance appraisal, emphasizing the importance of predetermined standards against which employee outputs are assessed.

Lastly, the cognitive process involved in performance appraisal, as described by DeNisi et al. (1984), reflects the complexity of evaluation decision-making, illustrating how evaluators observe, store, retrieve, and integrate performance information before assigning a formal evaluation. This comprehensive view acknowledges the challenges inherent in human information processing and reinforces the idea that performance evaluation is both a procedural and psychological endeavor.

Therefore, performance evaluation within this thesis is understood as a systematic and periodic process designed to measure employee performance against established benchmarks, with the dual purpose of providing constructive feedback for development and serving as a basis for administrative decisions related to promotions and training. It encompasses various definitions and methodologies, underscoring its multifaceted nature and pivotal role in effective human resource management.

2.1.2 Necessity of Performance Appraisal

Performance appraisal is vital for both employees and organizations, with clearly articulated objectives and significant benefits from various perspectives. Dewakar (2009) delineates these objectives into two main categories: employee perspectives and organizational perspectives. From the employees' standpoint, a well-structured performance appraisal system provides positive benefits when it addresses their needs, such as offering opportunities for growth and recognition. Conversely, organizations mandate performance appraisals to meet operational and business priorities, seeking improvements in productivity and efficiency.

Dewakar further posits that effective performance appraisals facilitate resource allocation, reward high performance, foster a culture of constructive feedback, promote fairness, identify training and development needs, and ensure equitable opportunities for all employees. Similarly, Murphy (1995) categorizes the purposes of performance appraisal into two main perspectives. The organizational perspective aims to enhance productivity, document performance levels, inform administrative decisions, motivate employees, and align individual contributions with organizational goals. On the other hand, employees seek to enhance their performance, receive constructive developmental feedback, advance their careers, and attain rewards based on their performance.

In addition, Rynes (2005) asserts that performance appraisals serve as a management tool to develop personnel by providing critical feedback aimed at improving overall performance. Moreover, performance evaluations are instrumental in making administrative decisions regarding rewards and disciplinary actions, such as promotions or terminations.

The necessity of performance appraisal is further evident in its role in promoting communication between supervisors and employees. A formal evaluation process encourages dialogue that can enhance cooperation and understanding, ultimately leading to improved work performance and a more positive work environment. As such, performance evaluations establish clear standards of acceptable performance, allowing both parties to understand expectations and improve work outcomes (Mount, 1984).

However, it is essential to recognize that the effectiveness of performance appraisal is contingent upon its design and implementation. As Ivancevich (2004) points out, a well-designed formal evaluation can address several organizational needs, including resource management, human

resource planning, and compliance with legal standards. Nonetheless, this potential is often expressed conditionally, relying on the premise that the system is well-implemented and ethical. In contrast, performance appraisal systems that are flawed can lead to negative consequences, as highlighted by Deming (as cited in Ivancevich, 2004). He argues that traditional performance appraisals may promote short-term thinking, create an atmosphere of fear and rivalry, and discourage teamwork. Such adverse effects can undermine the intended benefits of performance appraisal and hinder organizational effectiveness.

performance appraisal is a necessary mechanism within organizations that serves multiple functions: enhancing individual and organizational performance, fostering communication, providing feedback, and supporting administrative decisions. When designed and implemented effectively, performance appraisal systems contribute to a culture of continuous improvement and engagement. However, awareness of the potential shortcomings and negative implications of poorly executed appraisals is crucial for maximizing their effectiveness in promoting both employee and organizational success. In this study,) will be used as the basis to assess the purposes of performance appraisal as a practice in Wegagen Bank (WB).

2.1.3.Methods of Performance Appraisal

Performance appraisal is a systematic evaluation of employee performance to established standards. This process serves multiple purposes, including performance management, employee development, and succession planning.

Various methods are employed to evaluate employee performance. These methods can be broadly categorized into traditional methods and modern methods. These appraisal methods are briefly discussed below.

Traditional Methods of Performance Appraisal Techniques

Traditional methods of performance appraisal have been used for many years to assess employees' strengths and areas for improvement and are still employed in some organizations. These methods often rely on subjective judgments and can be time-consuming to administer.

Graphic Rating Scale

One of the most widely used traditional methods, the Graphic Rating Scale involves using a numerical or descriptive scale to rate employees on various performance dimensions. Raters assess employees against predetermined criteria, such as job knowledge, quality of work, quantity of

work, and cooperation. While GRS is easy to use and understand, it can be subject to rater bias and halo or horn effects. (Dessler, 2000)

Forced-Choice Method

In this method, raters are presented with pairs of statements and are required to choose the one that best describes the employee's performance. The statements are designed to be equally desirable or undesirable, making it difficult for raters to provide biased ratings. However, forced-choice methods can be time-consuming and may not provide detailed feedback. (Campbell & Pritchard, 1976)

Essay Method

The essay method requires raters to provide a written narrative describing the employee's performance, strengths, weaknesses, and potential for improvement. This method allows for more detailed feedback but can be subjective and time-consuming to administer. Additionally, the quality of the essay can vary depending on the writing skills of the rater. (Jacobs, 1994)

Critical Incident Method

This method involves collecting specific examples of an employee's behavior that were particularly effective or ineffective. These incidents are then used to assess the employee's performance and provide feedback. The critical incident method can provide concrete examples of employee behavior but can be time-consuming to collect and analyze. (Flanagan, 1954)

While these traditional methods have been used for many years, they have limitations and may not provide the most accurate or comprehensive assessment of employee performance. More contemporary methods, such as 360-degree feedback and behaviorally anchored rating scales, are often preferred due to their potential for greater objectivity and reliability.

Modern Methods of Performance Appraisal Techniques

As organizations evolve, so do their approaches to performance appraisal. Modern methods of performance appraisal have emerged to address the limitations of traditional techniques and align with contemporary work practices. This review will explore some of the innovative performance appraisal methods as discussed by different scholars.

360-Degree Feedback

The 360-degree feedback method is defined as a systematic process for collecting performance data about an individual or group from a variety of stakeholders, including supervisors, team

members, peers, customers, and subordinates (Dewakar, 2009, p. 38). This approach involves the development of questionnaires, which can be structured in either mixed or grouped formats, allowing respondents to select from various options or skip questions if they prefer. Furthermore, individuals being evaluated are allowed to conduct self-assessments. After responses are collected, they are summarized and presented to the individual, facilitating a comprehensive understanding of their performance (Dewakar, 2009, pp. 37-40). As London and Beatty (1993) indicate, this holistic feedback mechanism not only promotes greater self-awareness and encourages continuous improvement but also enhances interpersonal relationships within the workplace. Overall, the 360-degree feedback system provides a well-rounded perspective on employee performance, fostering personal and professional development while supporting a culture of open communication and collaboration. The 360-degree feedback method involves collecting feedback from multiple sources, including supervisors, peers, subordinates, and even external stakeholders. This holistic approach provides a comprehensive view of an employee's performance from various perspectives. According to London and Beatty (1993), this method promotes self-awareness, encourages continuous improvement, and enhances interpersonal relationships.

Thus, it has become essential for Wegagen Bank to critically evaluate its current performance appraisal methods against these standards to ensure comprehensive assessments that genuinely reflect employee capabilities and potential.

Management by Objectives

Management by Objectives is a performance appraisal method pioneered by Peter Drucker in his influential book, "The Practice of Management" (1954). Management by Objectives revolves around setting specific, measurable, achievable, relevant, and time-bound (SMART) objectives in collaboration between employees and their managers. This approach emphasizes aligning individual goals with organizational objectives to enhance overall performance and productivity.

In the Management by Objectives process, both the manager and the employee work together to establish realistic objectives. The employee initially proposes objectives, which are then reviewed and refined by the manager to ensure they align with the organization's goals. Through mutual discussion, both parties reach a consensus on the objectives, which are documented and signed by both. The employee's performance is subsequently evaluated based on the agreed-upon objectives.

Management by Objectives offers several advantages, such as motivating employees, fostering organizational integration by aligning individual goals with the overarching mission, and aiding employees in achieving their objectives. However, drawbacks include the time-intensive nature of the process and the potential focus on outcomes over qualitative traits.

To implement Management by Objectives effectively, six key steps are typically followed: setting organizational goals, defining departmental objectives, discussing these goals, outlining expected results, conducting performance reviews, and providing constructive feedback. This structured approach enhances coordination within the organization, streamlines goal-setting processes, clarifies expectations for individual employees, and leads to a more harmonious work environment.

Despite its benefits, Management by Objectives also faces challenges, such as the risk of setting unclear or non-measurable objectives, the time-consuming nature of the process, and potential conflicts arising during objective negotiations between managers and subordinates. By understanding and addressing these issues, organizations can harness the power of Management with Objectives to drive performance improvement and enhance employee engagement.

Behaviorally Anchored Rating Scales

Behaviorally Anchored Rating Scales is a performance assessment method that combines both qualitative and quantitative elements by linking performance ratings to specific behavioral examples. According to Smith and Kendall (1963), this method provides structured feedback for performance evaluation, which is accurate and reliable.

Behaviorally Anchored Rating Scales are based on the concept that an employee's performance can be assessed by evaluating their behavior or actions in a particular situation. The parameters used in this technique include human relations, consciousness, organizational ability, observational power, knowledge, and judgments.

Although this technique is time-consuming and expensive, it has several advantages over other methods. According to Dessler (2005, 324), Behaviorally Anchored Rating Scales result in more accurate gauges, clearer standards, feedback, independent dimensions, and consistency, making it a more modern and effective method of assessing an individual's competence.

The technique is implemented through five basic steps:

Generate critical incidents

Developing performance dimension

Reallocate incidents

Scale the incidents

Develop a final instrument

Behaviorally Anchored Rating Scales provide a better and more equitable appraisal than other methods (Dessler 2005, 322). It is an effective method for assessing employee performance objectively, providing clear and structured feedback for performance evaluation

Continuous Performance Management

Continuous Performance Management is a modern approach that emphasizes regular feedback, coaching, and development conversations between managers and employees throughout the year. This method shifts from annual reviews to ongoing discussions to address performance issues promptly and support employee growth. According to Buckingham and Goodall (2019), continuous performance management fosters agility, engagement, and accountability.

Continuous Performance Management is a contemporary strategy that prioritizes consistent feedback, coaching, and developmental dialogues between supervisors and employees continually. This approach moves away from traditional annual performance reviews towards regular interactions to promptly tackle performance concerns and facilitate employee development. Buckingham and Goodall (2019) highlighted that continuous performance management cultivates flexibility, engagement, and responsibility among individuals in the workplace.

By focusing on ongoing conversations and real-time feedback, this method enables organizations to adapt quickly to changing circumstances and drive employee engagement. The emphasis on regular feedback loops allows for timely recognition of achievements and constructive discussions around areas needing improvement. Through this dynamic interaction, employees receive support and guidance to enhance their skills and performance throughout the year.

In essence, continuous performance management represents a shift towards a more agile and responsive approach to performance evaluation and development, fostering a culture of open communication, growth, and accountability within the organization.

Critical Incident Technique

The Critical Incident Technique is a qualitative research method used to identify and analyze specific behaviors or events that exemplify exceptional or inadequate performance within a professional context. Originally developed by Flanagan (1954), this technique emphasizes the observation and documentation of critical incidents and significant events that either positively or negatively impact performance.

By systematically recording these incidents, managers, and evaluators can provide concrete examples during performance assessments, enhancing the clarity and effectiveness of performance communication. Focusing on observable behaviors allows for a more objective evaluation, fostering a better understanding of the factors contributing to overall performance outcomes. As such, the Critical Incident Technique serves as a valuable tool for improving feedback mechanisms and performance management processes in organizations (Flanagan, 1954).

2.1.4.Performance Appraisal Processes

Performance appraisal is a systematic evaluation of employee performance based on predetermined criteria and standards. It serves multiple functions, including providing feedback for employee development, determining compensation, and guiding performance management strategies. To implement effective performance appraisal techniques, it is essential to consider several key areas:

Clear Performance Standards

Establishing clear and measurable performance standards is crucial for effective appraisals. These standards should align with organizational goals and provide specific criteria against which employee performance can be assessed (Aguinis, 2013).

Regular Feedback Mechanisms

Continuous feedback throughout the appraisal period enables employees to understand their performance in real-time. Regular check-ins can foster a culture of open communication, allowing for timely adjustments and improvements (London & Smither, 1999).

Use Of Multiple Evaluators

Incorporating input from various sources such as peers, subordinates, and supervisors can provide a more comprehensive view of an employee's performance. This multi-rater approach, often referred to as 360-degree feedback, enhances the reliability and validity of performance evaluations (Bracken, Rose, & Church, 2016).

Employee Self-Assessment

Encouraging employees to evaluate their performance can promote self-reflection and personal accountability. Self-assessments can be integrated into the appraisal process to enrich discussions and identify areas for growth (Saal & Scheuermann, 1989).

Training For Evaluators

Providing training for those conducting performance appraisals ensures that they understand the process, the importance of objectivity, and how to deliver constructive feedback effectively. This can reduce biases and enhance the quality of the evaluations (Bučková, 2019).

Linking Appraisals to Development

Performance appraisals should not only assess past performance but also serve as a foundation for employee development. Identifying training needs and setting developmental goals during the appraisal process can lead to employee growth and improved performance (Pulakos, 2009).

Documentation and Record Keeping

Keeping detailed records of performance appraisals and associated discussions is important for future reference, ensuring consistency and providing a basis for decision-making regarding promotions, raises, or disciplinary actions (Sackett et al., 1987).

By addressing these areas, organizations can implement more effective performance appraisal processes that facilitate employee development, enhance performance, and align individual contributions with organizational objectives.

Thus, organizations like Wegagen Bank prioritized these elements to enhance the efficacy of their performance appraisal systems, ensuring they served their intended purpose effectively.

2.1.5 Responsible Body to Conduct Appraisal

The responsibility for conducting performance appraisals typically lies with various stakeholders within an organization, including direct supervisors, human resources personnel, and sometimes, peer reviewers. Each of these parties plays a pivotal role in ensuring that performance appraisals are fair, comprehensive, and constructive.

Direct Supervisors

Direct supervisors are often the primary individuals responsible for conducting performance appraisals. They interact with employees daily, making them well-positioned to assess performance based on direct observations. Research suggests that effective appraisals depend on a supervisor's ability to provide specific, behavior-based feedback, enhancing the clarity of the evaluation process (Pulakos & O'Leary, 2011). Additionally, supervisors can set performance expectations and offer ongoing support, which significantly influences employee motivation and improvement.

Human Resources Personnel

Human resources departments are responsible for establishing the framework for performance appraisals within an organization. They develop appraisal policies, provide training to supervisors, and ensure that appraisal systems comply with legal and ethical standards (Brewster, Chung, & Sparrow, 2016). Human resources also helps in ensuring that appraisal processes are consistent and equitable across the organization, which mitigates biases and promotes fairness.

Peer Reviewers

Incorporating peer feedback can provide a more holistic view of an employee's performance. Peer reviewers offer insights from colleagues who work closely with the employee, which can highlight strengths and areas for improvement that a supervisor might overlook (London & Smither, 1999). This approach can enhance the overall appraisal process by fostering a culture of collaboration and continuous feedback.

Therefore, effective performance appraisal requires collaboration among direct supervisors, Human resources personnel, and peer reviewers. Each responsible body brings a unique

perspective to the appraisal process, contributing to a more comprehensive and accurate evaluation of employee performance. By utilizing varied techniques such as self-assessments, 360-degree feedback, and continuous performance monitoring, organizations can create a robust appraisal system that fosters employee development and organizational success.

In conclusion, an effective performance appraisal system incorporated insights from various stakeholders, enhancing overall evaluations and fostering employee development, particularly for an organization like Wegagen Bank, where stakeholder engagement was pivotal to success.

2.1.6.Benefits of Performance Appraisal

Performance appraisal is an essential process in organizational management that systematically evaluates employee performance and productivity. Scholars have extensively highlighted the numerous benefits of performance appraisal, which can enhance both individual and organizational effectiveness. This thesis explores the multifaceted benefits of performance appraisal, including improved employee performance, enhanced communication, strategic workforce planning, and increased employee engagement, drawing on scholarly perspectives.

The primary benefit of performance appraisal is improving employee performance. As noted by Dessler (2019), performance appraisals provide employees with clear expectations and benchmarks, allowing them to understand the areas in which they excel and those requiring improvement. This feedback loop is critical for motivating employees to adjust their performance to meet organizational standards. Moreover, performance appraisal can clarify career pathways, as highlighted by Aguinis (2019), offering employees insight into the skills and experiences necessary for advancement, thereby driving their performance further.

Performance appraisal enhances communication between employees and management. According to DeNisi and Williams (2021), regular performance discussions foster an environment of openness and trust, enabling employees to express concerns and receive constructive feedback. This two-way communication not only aids in employee development but also enhances overall team dynamics and organizational culture, as it encourages collaborative problem-solving and innovation.

Furthermore, performance appraisals play a critical role in strategic workforce planning. As emphasized by Armstrong and Taylor (2014), organizations can use the data gathered from

performance appraisals to identify high-potential employees and ascertain talent gaps within the organization. This strategic insight allows for more effective recruitment and professional development initiatives, ultimately aligning the workforce with the organization's long-term goals.

Finally, performance appraisal contributes to increased employee engagement and job satisfaction. According to Kahn (1990), when employees receive feedback through performance appraisals, it fosters a sense of value and belonging within the organization. This increased engagement can lead to lower turnover rates and higher productivity, benefiting both employees and the organization (Macey & Schneider, 2008).

performance appraisal is a multifaceted tool that presents significant benefits to both employees and organizations. By improving employee performance, enhancing communication, aiding in strategic workforce planning, and increasing employee engagement, performance appraisals serve as a cornerstone for effective human resource management.

2.2 Empirical Review

2.2.1 Challenges in Performance Evaluation Systems

Research across various contexts has highlighted significant issues surrounding employee performance evaluation systems. For instance, a study by Sillup et al. (2010) pointed out that the traditional annual performance appraisals often lead to inaccuracies in assessments, as raters struggle to recall employee performance over an extended period. Campbell et al. (1970), cited in Sillup et al., emphasized that the infrequency of evaluations results in poor feedback quality, negatively impacting employee perception of the evaluation process. This concern is echoed in Ethiopian, preliminary studies, such as those by Assefa et al. (2021) and Tigist and Gashaw (2022), which show that employees frequently perceive performance evaluations as non-transparent and influenced by favoritism, resulting in low morale. Alemayehu et al. (2019) further identified issues like inadequate transparency and evaluator training as significant contributors to employee dissatisfaction.

2.2.2 Perceptions of Fairness And Transparency

Perceptions of fairness and transparency are critical to the acceptance of performance evaluation practices. Wilson et al. (2000) posited that when employees feel that they are not being evaluated on clear and consistent criteria, their trust in the performance management system diminishes. The E-reward survey (2005) also underscored the necessity for simplification and clear communication

regarding performance criteria to enhance the effectiveness of evaluation systems. In both Western and developing countries, including Ethiopia, employees have expressed concerns over the opacity of performance metrics, leading to feelings of inequity in how evaluations are conducted.

2.2.3 Impact on Employee Motivation And Engagement

Performance evaluation systems have a profound impact on employee motivation and engagement. Research by Juran (2004) indicated that organizations with more frequent performance appraisals saw better financial and productivity outcomes, as employees felt their contributions were regularly acknowledged. In contrast, the hurried approaches to performance appraisals described by Zvavahera (2013) led many employees in Zimbabwe to feel demotivated and undervalued

2.2.4 Strategies for Improvement

The literature suggests several strategies for improving employee performance evaluation systems. Gerhardt et al. (2009) emphasize the need for organizations to provide continuous feedback and maintain open communication channels with employees. Such practices foster an environment where employees feel valued and engaged. Similarly, Macheng et al. (2014) underscore that effective communication and timely feedback are pivotal for the successful implementation of performance management systems.

By incorporating employee input into developing performance criteria and providing opportunities for self-assessment, organizations can help employees feel more invested in their performance evaluations. This participative approach could enhance perceptions of fairness and transparency, ultimately improving employee motivation and performance. Additionally, ongoing training for evaluators to ensure they are equipped with the skills necessary to deliver constructive feedback can significantly enhance the value of performance assessment processes across various sectors.

In conclusion, while performance evaluation systems had the potential to enhance organizational effectiveness, their successful execution required an acute awareness of the associated challenges. For organizations such as Wegagen Bank, the integration of employee input and transparency in appraisal processes was vital to enhancing motivation and performance outcomes.

The literature ultimately suggested that continual evaluation and adaptation of appraisal processes were crucial for fostering a thriving organizational culture that valued both employee and organizational success.

CHAPTER THREE
RESEARCH METHODOLOGY

This chapter describes the research methodology employed to investigate employee perceptions of performance evaluations at Wegagen Bank using a mixed-methods approach that incorporates both quantitative and qualitative data collection. It details aspects such as research design, data sources, collection tools, and sampling strategies related to performance evaluations. The chapter also examines the validity and reliability of the research instruments and outlines ethical considerations, thereby establishing a comprehensive framework for understanding the challenges and insights associated with employee performance evaluations in the banking industry.

3.1 Research Approach

For this study, the chosen research approach is a mixed-methods approach that integrates both quantitative and qualitative data analysis methods. This decision was made to ensure a comprehensive understanding of the research topic regarding employees' performance evaluations. By combining quantitative data for numerical analysis and qualitative data for a deeper exploration of perceptions and experiences, a more holistic view of the subject matter can be obtained. The utilization of a mixed-methods approach allows for triangulation of data, enhancing the credibility and reliability of the research findings.

3.2 Research Design

Under the selected mixed-methods approach, the research design employed in this study is descriptive. This design involves collecting data to describe the phenomenon being studied without manipulating variables. The research design encompasses both survey-based quantitative data collection and in-depth qualitative analysis to provide a rich and detailed portrayal of the perceptions and practices surrounding employees' performance evaluations.

Furthermore, the research design follows an inductive approach where the analysis and interpretation of data drive the generation of new insights and theoretical frameworks. By allowing the data to shape the exploration and development of conclusions, the inductive approach ensures that the findings are rooted in the experiences and realities of the participants, enhancing the practical relevance and applicability of the research outcomes (Thomas, 2006).

3.3 Sources of Data

The study began with secondary data analysis through a detailed review of related literature. To this end, books, Articles, journals, magazines, bulletins, brochures, and the company's performance evaluation formats were assessed and evaluated.

To gather primary information, the researcher developed a questionnaire that comprises three parts. The first section focused on the demographic aspect of the respondents, asking about their gender, age, educational qualification, and their experience in the organization. The researcher asked the respondents to put a tick mark if they had been evaluated or not using a 'yes' or 'No' answer question.

The second part of the questionnaire consisted of 35 statements evaluated on a 1-5 Likert scale, where '1' indicates strongly agree with the statement, and '5' refers to strongly disagree with the statement. The third part of the questionnaire included open-ended questions, where respondents were asked to describe their answers.

3.4 Data Collection Tools

Primary data were gathered through questionnaires that were to be distributed to both employees and human resource managers. The questionnaires consist of different types of questions such as open-ended and close-ended. All answer on a five-point scale run from strongly agrees to strongly disagree. There were questions answered with a simple tick and a final question, which is open-ended if they have anything to say or add. The questionnaires were given in Amharic to avoid language barriers and minimize response bias due to misunderstanding. Secondary data were collected through different materials such as books, Articles, journals, magazines, bulletins, and brochures, and the company's performance evaluation formats were assessed and evaluated.

3.5 Population and Sampling

3.5.1 Population

In this research, the study population consists of employees from a banking institution who have undergone performance evaluations within the last year. The total population encompasses 4,000 employees working in various organizational capacities, specifically in managerial, supervisory, and clerical roles. This diverse workforce is primarily based in four branches of the bank the Head Office, Bole Medihaniyalem, Ayat Tafo, and Adisu Gebeya. The definitions of the population

specify that all individuals included in the study must have gone through a performance evaluation process, which helps to ensure that the selected sample is relevant to the research questions concerning employees' perceptions of that evaluation.

3.5.2 Sampling

Sample Size Determination

A research population is generally a large collection of individuals or objects that is the main focus of a scientific query. A research population is also known as a well-defined collection of individuals or objects known to have similar characteristics. To gather pertinent information about the employees' perception of performance evaluation practiced by the bank, the questionnaires were distributed to 72 employees who have been evaluated for the last year and working in the four branches of the Bank: namely, Head office, Bole Medihaniyalem, Ayat Tafo, and Adisu Gebeya Branches. The sample was selected from the total population of 80 employees of the Bank. The sample size accounts for 90 % of the total population of managerial, supervisory, and clerical workers. The participants were selected using a convenience sampling method that is based on the willingness of the respondents to complete the questionnaire. Moreover, an Interview was conducted with evaluators (Raters) and the Human Resource manager and administrator of the Bank through open-ended questions that were designed to elicit their perception of the problems of performance evaluation of the bank. the percentage of the sample size of 72 employees to the total population of 80 employees, you can use the following formula:

Determine Proportions for Stratified Sampling

proportionate stratified sampling to ensure each branch is represented according to the number of its employees in the total population.

-The total population (N) = 80

- Sample size (n) =72.

- Branches: Head Office, Bole Medihaniyalem, Ayat Tafo, Adisu Gebeya

Table 1: Branch and Employee Counts

Branch	Number of Employees (N_i) (80)	Proportion (P_i = N_i / N)
Head Office	35	35/80 = 0.4375
Bole Medihaniyalem	20	20/80 = 0.2500
Ayat Tafo	10	10/80 = 0.1250
Adisu Gebeya	15	15/80 = 0.1875

Source: Wegagen Bank Human Resources Department; Internal Employee Records (2024).

Table 2: Sample Size for Each Branch

Branch	Proportion (P_i)	Sample Size (n_i)
Head Office	0.4375	72 * 0.4375 ≈ 31.5
Bole Medihaniyalem	0.25	72 * 0.2500 ≈ 18
Ayat Tafo	0.125	72 * 0.1250 ≈ 9
Adisu Gebeya	0.1875	72 * 0.1875 ≈ 13.5

This table summarizes the number of employees along with the calculated proportionate sample size for each branch based on the total sample size of 72 employees.

Moreover, to gather richer qualitative insights, interviews were conducted with evaluators (raters) as well as the Human Resource manager and administrator of the bank. These open-ended questions were designed to elicit their perspectives on the challenges and issues associated with the performance evaluation process, thereby enhancing the overall understanding of the research problem.

The sampling approach reflects certain key considerations in both qualitative and quantitative research paradigms. While the quantitative aspect aimed for a representative sample in terms of capturing a wide range of perceptions through convenience sampling, the qualitative component sought out those individuals who could provide depth and richness to the understanding of the performance evaluation practices within the bank.

3.6 Measurement of Variables

This section outlines the measurement of variables that are critical to the research study. It comprises both independent and dependent variables and details the specific instruments and

scales used to quantify perceptions, opinions, and experiences of the respondents related to performance evaluation in Wegagen Bank.

3.6.1 Measurement of Performance Evaluation Aspects
Clarity and Objectivity of Evaluation Criteria

This aspect is measured using a Likert scale (1 = Strongly Agree, 2 = Agree, 3 = Neutral, 4 = Disagree, 5 = Strongly Disagree) to capture respondents' perceptions of the clarity and objectivity of the criteria used in performance evaluations. Statements are designed to assess how well employees understand the evaluation criteria and their perceived fairness.

Perceptions of Rater Qualities

This component is evaluated through responses to statements concerning raters' biases and effectiveness, also using a Likert scale. The aim is to gather insights regarding how employees perceive the qualities of the raters involved in their performance evaluations.

Fairness of the Evaluation Process

This is assessed through respondents' answers to statements about perceived fairness, documentation, and opportunities for communication regarding performance ratings. The responses will be gathered using a Likert scale to quantify employees' views on the fairness of the performance evaluation process.

3.6.2 Measurement of Demographic Factors
Age: Categorical age groups

Sex: Male and Female

Educational Qualification: College Diploma, B.A/B.Sc, and Master's Degree

Years of Experience: 0-4 years, 5-9 years, 10-19 years, and 20-30 years

3.6.3 Measurement of Employee Perceptions About Performance Evaluation
Perceived Effectiveness of the Performance Evaluation System

This is evaluated through multiple statements on the perceived effectiveness of the system in fulfilling its intended purposes. Responses are captured using a Likert scale to gauge employee

agreement with statements related to the overall effectiveness of the performance evaluation process.

Employee Attitude and Perception Towards Performance Evaluation

Measured through direct questions assessing the importance of conducting evaluations, along with general opinions regarding the benefits and drawbacks of the performance evaluation system.

Perceived Problems within the Performance Evaluation System

This aspect is assessed with a series of statements identifying problems related to system implementation such as complexity, bias, and lack of feedback as well as rater-related issues like bias and training deficits. A Likert scale is applied to determine the extent of agreement or disagreement with these statements, thereby identifying primary concerns within the existing evaluation practices.

3.7 Data Analysis

The primary data was obtained through questionnaires that used simple descriptive data analyses. Finally, it would be shown in tables and percentages (%) to make the description. The data was gathered through questionnaires, coded, entered into the computer, and analyzed and presented in Excel tables. For analysis, the responses under the Likert scale were grouped into three major categories: agree, neutral, and disagree. The results of the interview questions were integrated to the responses of employees through questionnaires and were analyzed accordingly.

3.8 Validity and Reliability
3.8.1 Validity

Validity refers to the degree to which a research instrument accurately measures what it is intended to measure. In this study, the validity of the questionnaire was established through content validity, ensuring that the items comprehensively covered the relevant constructs of employee attitudes and perceptions regarding performance evaluations at Wegagen Bank. The questionnaire was developed based on a thorough review of the literature and expert consultations in the field of human resource management.

Additionally, pilot testing was conducted to refine the questionnaire further, helping to ensure that respondents clearly understood the questions, thereby enhancing the internal validity of the instrument (Gay &Airasian, 2000).

3.8.2 Reliability

Reliability assesses the consistency and stability of the measurement instrument over time and across different contexts. The reliability of the questionnaire was evaluated using Cronbach's Alpha, a statistical measure of internal consistency. According to Nunnally (1978), a Cronbach's Alpha value of 0.70 or higher is considered acceptable for ensuring reliability in social science research.

As the researcher collects from 15 respondents to check validity the SPSS analysis showed a Cronbach's Alpha of 0.851 indicating a high level of internal consistency among the items in the questionnaire. This suggests that the items were effective in measuring the underlying constructs related to employee attitudes toward performance evaluations consistently.

Table 3: Reliability Statistics of the Questionnaire

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.851	.857	35

Source: SPSS, 2024

To check reliability the researcher takes 35 items. The SPSS result showed a high Alpha value (α=0.851). Thus, it concluded that the questionnaire was reliable and consistent because the Alpha value was greater than 0.70. Therefore, the study demonstrated both strong validity and reliability for the questionnaire used to gather data on employee perceptions of performance evaluation at Wegagen Bank.

3.9 Ethical Considerations

The study on employee perceptions at Wegagen Bank prioritized ethical considerations. It ensured participants were informed and consented voluntarily, maintained their privacy, minimized any harm, conducted research with honesty and integrity, and provided feedback on the findings. These measures helped protect participant well-being and ensure the research was conducted ethically, providing valuable insights into employee perspectives on performance evaluation.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

This chapter presents a comprehensive analysis of the data collected from the respondents, focusing on various aspects of performance evaluation at Wegagen Bank (WB). The chapter begins with an overview of the demographic characteristics of the participants, including age, sex, work experience, and educational qualifications. Following this, the discussion shifts to employees' perceptions regarding performance evaluation, examining how they view its effectiveness, fairness, and related practices within the organization. Furthermore, the chapter delves into the problems associated with the performance evaluation system, addressing issues related to criteria clarity, evaluator biases, and the overall transparency of the process. By synthesizing these findings, this chapter aims to provide insights into the current challenges and effectiveness of performance evaluations at WB, emphasizing the need for improvements to enhance employee engagement and organizational outcomes.

4.1. Response Rate

Data for this research study was collected through the distribution of questionnaires among employees at Wegagen Bank. 67 questionnaires were distributed to professional employees across four branches of the bank. This distribution aimed to gather comprehensive insights into employee perceptions regarding performance evaluations. Of the 67 distributed questionnaires, 56 were returned fully completed. This results in a response rate of 83.58%.

Table 4: Response Rate Summary

Questionnaires	Total	Percent
Sample Size	72	100%
Collected	62	86.11%

(Source: Survey result, 2024)

This high response rate reinforces the reliability of the data collected, providing a robust foundation for analyzing employee perceptions of performance evaluations within the organization.

4.2. Demographic Characteristics of Respondents

The first part of the questionnaire consists of the demographic information of the participants. This part of the questionnaire requested a limited amount of information related to the personal and professional demographic characteristics of respondents. Accordingly, the following variables about the respondents were summarized and described in the subsequent table and diagram. These variables include: the number of years the worker worked with the organization, the years worked on the current job, age, sex, and the highest educational level achieved.

Table 5: Summary of the number and percentage of respondents by age and sex

Age	SEX				Total	
	Male		Female			
	count	%	count	%	count	%
Under 25	7	11.29%	3	4.84%	10	16.13%
25-34	27	43.55%	9	14.52%	36	58.07%
35-44	8	12.90%	2	3.23%	10	16.13%
45-54	1	1.61%	3	4.84%	4	6.45%
55 and above	1	1.61%	1	1.61%	2	3.22%
Total	44	70.96%	18	29.04%	62	100%

(Source: Survey result, 2024)

The data presented in Table 5 illustrates the distribution of respondents by age and sex, showing both counts and percentages for each demographic category. Overall, 70.96% of the respondents were male and the remaining 29.04% were female. Regarding the age of the participants, the largest group 58.07% was in the 25-34 years age group. The second largest group 16.13% indicated their age as less than 25 years and the 35-44 age groups. On the other hand, only a few experienced individuals 6.45% are in the age category of 45-54 and only 2 respondents reported above 55 years.

Table 6: The number of years the respondents have worked in the organization

Working experience in the organization (in years)	Frequency	percentile
0-4	26	41.94%
5-9	15	24.19%
10-19	14	22.58%
20-30	7	11.29%

(Source: Survey result, 2024)

The above Table indicates that the majority (41.94%) of the respondents are categorized by years of experience between 0 and 4. From this, it is possible to infer that the workforce composition of the respondents is young, which may require the organization to design a system for training, education, and development.

Table 7: Summary of the number and percentage of respondents by working experience and educational qualification.

Educational Qualification	Number of years of experience on the job									
	0-4		5- 9		10-19		20-30		Total	
College diploma	0	0%	1	1.61%	2	3.23%	2	3.23%	5	8.06%
B.A/B. Sc.	21	33.87%	7	11.29%	4	6.45%	2	3.23%	34	54.84%
Master's degree	5	8.06%	7	11.29%	8	12.90%	3	4.84%	23	37.10%
Total	26	41.94%	15	24.19%	14	22.58%	7	11.29%	62	100%

(Source: Survey result, 2024)

As we can observe from the above table, the largest group of respondents 41.94% have a working experience of 0 to 4 years on the current job whereas 24.19% are in the range of 5 to 9 years. Based on educational qualification, the majority of the respondents are first degree holders 54.84% and 37.10% of the respondents are holders of degrees of masters. Only five people are identified as having a college diploma.

4.3 Descriptive Statistics Measurement of employee perception and performance evaluation

4.3.1. The Employees' Perception of the Purposes of Performance Evaluation in Wegagen Bank (WB)

Based on the responses gathered from the bank employees, the researcher tried to discuss the employees' perception of the purposes of performance evaluation in Wegagen Bank. The questionnaires were designed using the Likert Scale. Almost all the statements were measured on a five-point scale with 1 = strongly Agree; 2 = agree; 3 = neither agree nor disagree; 4 = disagree; and, 5 = strongly disagree. The information obtained from the questionnaire is summarized and discussed in Tables 8 and 9

Table 8: The Employees' perception towards the controlling purposes of Performance Evaluation in WB

	Distribution of Respondents' Rating										Mean
	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		
	f	%	f	%	f	%	f	%	f	%	
The feedback received from performance evaluations at Wegagen Bank helps clarify my stand in the organization.	8	12.9	18	29.0	6	9.7	24	38.7	6	9.7	3.0
Performance evaluation results have a significant impact on salary adjustments and promotion opportunities.	5	8.0	15	24.2	15	24.2	20	32.3	7	11.3	3.1
Performance evaluations are utilized to address performance issues and make decisions regarding staff retention or dismissal.	8	12.9	16	25.8	14	22.6	19	30.6	5	8.0	2.9

(Source: Survey result, 2024)

As we can see from Table 8, 48.4 % of the respondents agree with the statement, 'The feedback received from performance evaluations at Wegagen Bank helps clarify my stand in the organization. ' About 41.9% of the respondents disagreed with the statement, whereas about 9.7% became neutral.

On the other hand, about 43.6% of the respondents agree with the statement 'Performance evaluation results have a significant impact on salary adjustments and promotion opportunities'. However, about 32.2 % of the respondents disagreed whereas 24.2% became neutral with the statement.

Moreover, an equal number of respondents disagreed. 38.6% agreed with the statement 'Performance evaluations are utilized to address performance issues and make decisions regarding staff retention or dismissal', while about 22.6% became neutral.

Table 9: Employees' perception towards the coaching purposes of Performance evaluation in WB

	Distribution of Respondents' Rating										
	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean
	f	%	f	%	f	%	f	%	f	%	
The process of performance evaluation is used to provide coaching and support for improvement and career development.	9	14.5	17	27.4	20	32.3	11	17.7	5	8.1	2.7
The recognition and support derived from performance evaluations effectively motivate employees.	7	11.3	13	21.0	15	24.2	19	30.6	8	20.9	3.1
Performance evaluations in WB aim to enhance the relationship between managers and employees.	6	9.7	22	35.5	20	32.3	10	16.1	4	6.5	2.8
The data collected from performance evaluation in WB is used to diagnose both organizational and individual problems based on performance results.	3	4.8	23	37.1	19	30.6	15	24.2	2	3.2	2.3

(Source: Survey result, 2024)

Most respondents argued that The process of performance evaluation is used to provide coaching and support for improvement and career development and help show the workers' position relative to their counterparts when compared with the coaching and counseling purposes of evaluation. The above table shows that most of the respondents, 41.9 disagree that The process of performance evaluation is used to provide coaching and support for improvement and career development the other respondents the remaining 32.3 and 25.8 respondents have a neutral view and agree with the assertion.

Concerning the recognition and support derived from performance evaluations effectively motivate employees (almost 51.8%) mentioned that recognition and support derived from performance evaluations effectively motivate employees. However, around 32.3% of the respondents disagreed with the statement. The remaining 24.2% of them hold a neutral view on the issue. On the other hand, the majority of the respondents disagreed with the assertion that Performance evaluations in WB aim to enhance the relationship between managers and employees (45.2%) while 22.6% of them agreed with the statement the rest are neutral. Respondents are also asked to rate The statement, data collected from performance evaluation in WB is used to diagnose both organizational and individual problems based on performance results. Accordingly, the majority of them (41.9%) of them disagreed while about 27.4% indicated their agreement with the assertion the rest 30.6% have a neutral view.

Table 10: Employees' Perception Towards Evaluation Fairness and Objectivity

Items	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean
	f	%	F	%	f	%	f	%	f	%	
In my opinion, the performance evaluation system is fair and objective	9	14.5	27	43.5	13	30.0	10	16.1	3	4.8	2.5
I perceive the performance appraisal process as unproductive and time-consuming.	3	4.8	14	22.6	16	25.8	24	38.7	5	8.1	3.2
My rater is influenced by his/her personal likes and dislikes when evaluating my performance.	15	24.2	23	37.1	11	17.7	9	14.5	4	6.5	2.4
My supervisor avoids giving performance ratings which may have negative consequences for his/her subordinates	12	19.4	19	30.6	8	12.9	17	27.4	6	9.7	2.8
My supervisor accurately evaluates my performance to the extent that he/she will be rewarded for doing so or penalized for failing to do so	2	3.2	13	30.0	14	22.6	28	45.2	5	8.1	3.4
My supervisor gives equivalent performance ratings to all my colleagues to avoid resentment and rivalry among us	9	14.5	18	29.0	17	27.4	11	17.7	7	11.3	2.8

(Source: Survey result, 2024)

In this regard, the study has assessed the Perception of Evaluation Fairness and Objectivity. Accordingly, the majority of the respondents (58%) performance evaluation system is fair and objective while about 20.9% of them the remaining 30% hold neutral. Concerning the performance appraisal process as unproductive and time-consuming, a significant number of the respondents (46.8%) indicate that the performance appraisal process is unproductive and time-consuming the remaining 27.4% and 25.8 % respondents disagree and neutral respectively with the idea.

While concerning, the statement "my rater is influenced by his/her personal liking and dislikes when evaluating my performance" most of the respondents (61.3%) disagree with the idea while about 21% of them indicate their agreement with the assertion indicated in the questionnaire. The remaining respondent mentioned their neutral stance regarding the issues. Concerning, the statement "my supervisor avoids giving performance ratings which may have negative consequences for his/her subordinates" most of the respondents (50%) disagree with the idea while about 37.1% of them indicate their agreement with the assertion indicated in the questionnaire. The remaining 12.9% of respondent mentioned their neutral stance regarding the issues.

Concerning preference with the statement "my supervisor accurately evaluates my performance to the extent that he/she will be rewarded for doing so or penalized for failing to do so", the majority of respondents (53.3%) agreed that my supervisor accurately evaluates my performance to the extent that he/she will be rewarded for doing so or penalized for failing to do so. In comparison, 33.2% of them disagreed to the assertion the remaining limited number of respondents (22.6%) are neutral. Respondents are also asked to rate equivalent performance ratings to all colleagues. Accordingly, the majority of them (43.5%) disagreed while about 29% indicated their agreement with the assertion the rest 27.4% have a neutral view. This suggests that most respondents disagree with the Perception of Evaluation Fairness and Objectivity.

Table 11: Employees' perception towards Effectiveness of the Evaluation Process

Items	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean
	f	%	F	%	f	%	f	%	f	%	
I believe that the current performance evaluation system at Wegagen Bank fulfills its intended purpose.	7	11.3	29	46.8	12	19.4	11	17.7	3	4.8	2.6
The performance criteria/ instruments are clearly defined and objective	9	14.5	27	43.5	11	17.7	14	22.6	1	1.6	2.5
The performance evaluation criteria used in the organization are capable of measuring my true performance level	11	17.7	26	41.9	9	14.5	13	21.0	3	4.8	2.5
In my opinion, the performance evaluation form used to evaluate my performance is capable of distinguishing effective performers from ineffective performers	2	3.2	16	25.8	23	37.1	17	27.4	4	6.5	3.1
The performance evaluation form is customized based on the characteristics of my job	12	19.4	22	35.5	6	9.7	15	24.2	5	8.1	2.6
The performance evaluation helped me improve my job performance	9	14.5	19	30.6	11	17.7	16	25.8	5	8.1	2.7

(Source: Survey result, 2024)

In the table above, it is shown that the majority of the respondents (58.1%) disagreed with that I believe that the current performance evaluation system at Wegagen Bank fulfills its intended purpose. while 20.3% of them agreed with the statement. The remaining 19.4% of the respondents have a neutral opinion. Similarly majority of the respondents (58) declared their disagreement with the assertion that the performance criteria/ instruments are clearly defined and objective while about 24.2% of them supported the assertion the remaining 17.7% had a neutral view.

While the majority of the respondents (37.1) had a neutral view of the assertion, the performance evaluation form used to evaluate my performance is capable of distinguishing effective performers from ineffective performers, while 33.9% and 29% of respondents show agreement and disagreement with the statement respectively. Concerning preference with the statement "The performance evaluation form is customized based on the characteristics of my job", the majority of respondents (54.9%) disagreed with that performance evaluation form is customized based on the characteristics of my job while 32.3% of them agreed to the assertion the remaining limited number of respondents have a neutral view to the statement. Concerning the statement "performance evaluation helped me improve my job performance" most respondents (45.1%) showed disagreement while 33.9% agreed the remaining have a neutral view. This suggests that the majority of respondents disagreed with the Effectiveness of the Evaluation Process.

Table 12: Employees' perception towards Rater Behavior and Support

Items	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Mean
	f	%	F	%	f	%	f	%	f	%	
My rater provides me specific examples of things that I did during the appraisal period if I ever question my performance ratings.	7	11.3	26	41.9	7	11.3	16	25.8	6	9.7	2.8
My rater generally supports his evaluation with specific incidents of good and poor performance	11	17.7	22	35.5	9	14.5	15	24.2	5	8.1	2.7
My rater usually keeps a file of what I have done during the appraisal period to evaluate my performance	8	12.9	27	43.5	10	16.1	12	19.4	5	8.1	2.7
My rater evaluates my performance based on my accomplishments and achievements	14	22.6	23	37.1	9	14.5	15	24.2	1	1.6	2.4
My rater frequently lets me know how I am doing	8	12.9	29	46.8	7	11.3	16	25.8	2	3.2	2.6
My rater is not a qualified person to evaluate my work	6	9.7	14	22.6	19	30.6	17	27.4	6	9.7	3.0

(Source: Survey result, 2024)

In this regard, the study has assessed the extent of Rater Behavior and Support. Accordingly with the statement "My rater generally supports his evaluation with specific incidents of good and poor

performance", the majority of respondents (53.2%) disagreed with that my rater generally supports his evaluation with specific incidents of good and poor performance while 35.5% of them agreed to the assertion the remaining limited number of respondents (11.3%) are neutral. Concerning, the statement "My rater generally supports his evaluation with specific incidents of good and poor performance" the majority of the respondents (53.2%) disagreed with the assertion while about 32.3% of them agreed the remaining 14.5% held neutral. Concerning the statement "My rater usually keeps a file of what I have done during the appraisal period to evaluate my performance", a significant number of the respondents (56.4%) disagreed the remaining 27.5% and 14.5 % of respondents agreed, and neutral respectively with the idea. Similarly, most of the respondents (59.7%) disagree with the idea that my rater frequently lets me know how I am doing while about 29% of them indicate their agreement to the assertion indicated in the questionnaire. The remaining respondent mentioned their neutral stance regarding the issues.

Respondents are also asked about the qualifications of the rater. Accordingly, the majority of them (37.4%) declared their rater is not a qualified person to evaluate their work while about 32.3% Said, they are a qualified person to evaluate their work the rest 30.6% have a neutral view.

Table 13: Employees' perceptions towards Personal Attitudes and Behaviors

Items	Distribution of Respondents' Rating										Mean
	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		
	f	%	f	%	f	%	f	%	f	%	
I have had the opportunity to participate in the design of the performance evaluation form	15	24.2	28	45.2	7	11.3	8	12.9	4	6.5	2.3
I have ways to appeal a performance rating that I think is biased or inaccurate	3	4.8	12	19.4	13	21.0	24	38.7	10	16.1	3.4
I can challenge a performance rating if I think it is unfair	13	21.0	22	35.5	11	17.7	14	22.6	2	3.2	2.5
In my recent evaluation, my rater gave me a fair assessment compared to my co-workers	16	25.8	19	30.6	6	9.7	17	27.4	4	6.5	2.6
I often compare my performance ratings with my coworkers	9	14.5	21	33.9	20	32.3	7	11.3	5	8.1	2.6
I used to support the ideas of my supervisor knowing that it is wrong	8	12.9	17	27.4	14	22.6	16	25.8	7	11.3	3.0
I usually create a positive impression in the mind of my rater	5	8.1	14	22.6	19	30.6	18	29.0	6	9.7	3.1
I often do a favor to my supervisor	17	27.4	27	43.5	4	6.5	12	19.4	2	3.2	2.3
I used to work hard if the result is going to be seen by my supervisor.	6	9.7	25	40.3	9	14.5	15	24.2	7	11.3	2.9
I often resist accepting low-performance ratings	4	6.5	19	30.6	5	8.1	24	38.7	10	16.1	3.3

(Source: Survey result, 2024)

Accordingly, most of the respondents (67.4%) disagreed with the statement "I have had the opportunity to participate in the design of the performance evaluation form" while about 19.4% suggested the opposite view/they agreed the remaining 11.3% held neutral.

Concerning the ways to appeal a performance rating, the majority of the respondents (54.8%) indicated performance rating is biased or inaccurate while about 24.2% of them disagreed with the questioner the other 21% maintained a neutral position. Regarding the challenge to unfairness, a significant number of respondents (56.5%) declare that they cannot challenge even if the evaluation is not fair while 25.8% indicate an opposing view to the majority. The rest of the respondents 17.7% hold a neutral opinion. Regarding my recent evaluation majority of the respondents (56.4%) indicated the evaluation or rating was not fair compared to their co-workers. However 33.9% of the respondents agree with the idea, the evaluation was fair, and 9.7% are neutral with the idea.

With regard to the statement, "I often compare my performance ratings with my coworkers", a significant number of the respondents (48.4%) indicated disagreement the remaining 19.4% and 32.3 % respondents were agreed and neutral respectively with the idea.

Similarly concerning, the statement "I used to support the ideas of my supervisor knowing that it is wrong" most of the respondents (40.3%) disagree with the idea while about 37.1% of them indicate their agreement with the assertion indicated in the questionnaire. The remaining respondent 22.6% mentioned their neutral stance regarding the issues. About, the statement "I usually create a positive impression in the mind of my rater" most of the respondents (38.7%) agree with the idea while about 30.7% of them indicate their disagreement with the assertion indicated in the questionnaire. The remaining 30.6% of respondent mentioned their neutral stance regarding the issues.

Concerning the statement "I often do a favor to my supervisor", the majority of respondents (70.9%) disagreed with the statement while 21.6% of them agreed to the assertion the remaining limited number of respondents (6.5%) were neutral. While the majority of the respondents (50%) respondents disagreed with the assertion, "I used to work hard if the result is going to be seen by my supervisor" 35.5% and 14.5% of respondents showed agreement and neutral view with the statement respectively. Respondents are also asked to rate how they accept low-performance ratings. Accordingly, the majority of them (57.8%) resist accepting low-performance ratings while about 37.1% indicate their agreement with the assertion the rest 8.1% have a neutral view.

14. Employees' Perception of the Problems of Impression Management

Items	Strongly Disagree (f)	%	Disagree (f)	%	Neutral (f)	%	Agree (f)	%	Strongly Agree (f)	%	Mean
The performance evaluation system is fair and unbiased.	4	6.5	10	16.1	12	19.4	24	38.7	12	19.4	3.31
The performance evaluation system provides opportunities for growth and development.	6	9.7	8	12.9	10	16.1	24	38.7	14	22.6	3.36
The performance evaluation system is transparent and communicated clearly.	2	3.2	6	9.7	8	12.9	26	41.9	20	32.3	3.58
The performance evaluation system recognizes and rewards high performers.	2	3.2	4	6.5	6	9.7	24	38.7	26	41.9	3.83
The performance evaluation system is used to make decisions about promotions and raises.	8	12.9	12	19.4	8	12.9	20	32.3	14	22.6	3.29
The performance evaluation system is used to identify areas for improvement.	2	3.2	6	9.7	8	12.9	26	41.9	20	32.3	3.58
The performance evaluation system is conducted on time.	1	1.6	4	6.5	6	9.7	22	35.5	29	46.8	3.94

(Source: Survey result, 2024)

Table 14 outlines employees' perceptions regarding the problems of impression management within the performance evaluation system. Overall, the data indicates a generally positive view amongst respondents on several dimensions of the performance evaluation system. The item "The performance evaluation system is conducted on time received the highest mean score of 3.94, with a notable 46.8% of respondents strongly agreeing, suggesting that employees appreciate the timeliness of evaluations. Similarly, the system's recognition of high performers also garnered strong support, with a mean score of 3.83 and 41.9% strongly agreeing.

Conversely, perceptions regarding fairness and bias in the evaluation system were more divided, as indicated by a mean score of 3.31, with 6.5% strongly disagreeing and 16.1% disagreeing. This suggests that while many employees see the system as fair and unbiased, there remains a significant minority that does not share this sentiment.

Overall, while there is support for the evaluation system's transparency, opportunities for growth, and its role in identifying areas for improvement, aspects like fairness and bias appear to warrant further attention and potential revision to enhance employees' perceptions and trust in the process.

4.4 Discussion

The data presented in Chapter Four offers valuable insights into employees' perceptions of the performance evaluation system at Wegagen Bank (WB). With a high response rate of 83.58%, the findings represent a significant portion of the workforce, enhancing the reliability of the results. The demographic analysis highlights a predominantly young workforce, with many holding at least a bachelor's degree, indicating a potential need for tailored training and development programs to promote growth and engagement within the organization.

Regarding the perception of performance evaluation purposes, employees express mixed feelings. While some agree that feedback clarifies their organizational standing and influences salary adjustments and promotions, a sizable faction holds contradictory views. This duality suggests a perception of ambiguity in the system's objectives, which could lead to disengagement if not addressed. Additionally, the data reflects that employees perceive performance evaluations as less effective in fostering coaching and professional development, with concerns about motivational impact and managerial-employee relations. Enhancing training for managers in providing

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constructive feedback during evaluations may help bridge this gap identified in employee responses.

In discussing my research on "Employees' Perception of the Problems and Practices of Employee Performance Evaluation," it is important to provide an overview of the findings of existing literature. The study highlights key insights into employee perceptions at Wegagen Bank, particularly regarding fairness issues, feedback effectiveness, and the challenges inherent in the evaluation process. In contrast, studies such as those by Banjoko (2015) and Eshetu & Abegaz (2018) have similarly identified biases and employee dissatisfaction, reflecting a common thread across various contexts.

Methodologically, the mixed-methods approach allows for a richer understanding of employee perceptions compared to other studies that predominantly rely on quantitative measures. This qualitative dimension can reveal nuances in employee experiences that purely numerical data might overlook. Additionally, examining sample sizes and demographic diversity can shed light on how representative the findings are compared to other research, particularly in the context of the Ethiopian banking sector.

Culturally, the unique environment of Ethiopia may influence perceptions of performance evaluations differently than in other countries. This cultural context is essential for understanding how employees interpret fairness and feedback. The findings regarding perceived fairness resonate with those of other studies, which have also noted skepticism about appraisal systems, while the effectiveness of feedback mechanisms remains a critical area of concern across the literature.

When considering practical implications, the study offers actionable recommendations that could significantly improve performance evaluation processes at Wegagen Bank. These suggestions may differ from those put forth in other studies, which could focus more broadly on general practices without addressing specific local challenges. Thus, the research not only contributes to the discourse on performance evaluation but also offers tailored insights that can enhance human resource management practices in the banking sector.

In conclusion, comparing the findings with existing research reveals both commonalities and unique contributions. The study enhances the understanding of performance evaluation practices

within the Ethiopian context, providing valuable perspectives that can inform future research and practice in employee engagement and organizational effectiveness.

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CHAPTER FIVE

SUMMARY, RECOMMENDATIONS, AND CONCLUSION

This study is conducted to assess and evaluate employees' perceptions of the problems and practices of performance evaluation in four branches of Wagagen Bank in Addis Ababa. Thus to achieve the study's objective, the needed data were collected from the employee and human resource managers within the selected branches. To collect such data questionnaires were prepared and distributed to the selected human resource managers and employees. The data collected from the respondents are analyzed and interpreted by using the Descriptive analysis method specifically through tabulation and percentage methods. The following conclusions and recommendations were made

5.1 Summary of Main Findings

The study aimed to assess employees' perceptions of the performance evaluation practices at Wegagen Bank, focusing on the effectiveness and challenges associated with these systems. Through a mixed-methods approach, several significant findings emerged, offering insights into the current state of performance evaluations within the organization.

First and foremost, the research revealed that employees generally perceive the purpose of performance evaluations as multifaceted, encompassing employee development, compensation decisions, and overall organizational improvement. However, a substantial number of respondents indicated that they feel the current evaluation system fails to achieve these purposes effectively. Many expressed concerns regarding the lack of transparency in the evaluation metrics used, suggesting that vague criteria lead to confusion and dissatisfaction.

The study also identified prevalent issues related to fairness and bias in the performance evaluation process. Employees frequently reported feelings of inequity, citing favoritism and subjective assessments as critical barriers to an objective evaluation. The findings showed that perceived bias can significantly diminish employees' trust in the evaluations, leading to decreased motivation and morale. This highlights the crucial need for Wegagen Bank to address these biases to foster a more equitable evaluation environment that promotes inclusivity and fairness.

Another key finding was the inadequate feedback mechanisms associated with the performance evaluations. While employees acknowledged the importance of feedback for personal and professional growth, many reported receiving insufficient or unclear feedback on their performance. This lack of constructive feedback not only hinders employee development but also contributes to a culture of uncertainty regarding performance expectations and career advancement opportunities.

Furthermore, the study underscored the importance of training for evaluators. It was evident that many managers and supervisors lacked adequate training in performance appraisal methods, leading to inconsistencies in evaluation quality and outcomes. The research indicated a strong correlation between the evaluators' preparedness and the perceptions of fairness and accuracy in the evaluations. Therefore, enhancing the skills and knowledge of raters emerged as a significant recommendation for improving the performance evaluation process.

In addition to these findings, the study highlighted the necessity for Wegagen Bank to build a more systematic approach to performance evaluations. This includes creating clear documentation processes and establishing solid guidelines for evaluations that all employees can access and understand. By doing so, the bank can facilitate better communication regarding the purpose and methodology of performance evaluations, thus increasing transparency and trust among employees.

Overall, the research provided compelling evidence that employees at Wegagen Bank have significant concerns regarding the current performance evaluation practices. The challenges identified, including perceived biases, insufficient feedback, lack of transparency, and inadequate rater training, indicate a pressing need for reform in how performance evaluations are conducted. Addressing these issues is critical not only for enhancing employee satisfaction and engagement but also for improving the overall effectiveness of human resource management strategies within the organization.

5.2 Limitations of the Study

While this study provides valuable insights into employees' perceptions of performance evaluation practices at Wegagen Bank, it is essential to recognize several limitations that may affect the generalizability and comprehensiveness of the findings. Firstly, the research was confined to four specific branches of Wegagen Bank: the Head Office, Bole Medihaniyalem, Ayat Tafo, and Adisu Gebeya. This selection may limit the diversity of perspectives captured, as employees in other branches could have different experiences or perceptions influenced by local management styles, organizational culture, or branch-specific policies. Thus, the findings may not fully reflect the perceptions of all employees across Wegagen Bank, potentially restricting the applicability of the results to the entire organization.

Another limitation is the reliance on qualitative and quantitative data also involves inherent challenges in adequately addressing the complex nature of performance evaluations. While quantitative data provides a statistical understanding of the employees' perceptions, qualitative interviews can yield richer insights into the underlying reasons for those perceptions. However, the qualitative analysis may still be subject to the researchers' interpretations, which could introduce bias into the findings.

Lastly,the time frame of the data collection. Conducted over a finite period, the findings may be influenced by temporary organizational changes or events that may not reflect the longer-term attitudes and perceptions of employees regarding performance evaluations. Over time, employees' views about performance evaluation practices have the potential to evolve, which means that this snapshot could differ significantly if the research were conducted under different circumstances

5.3 Recommendations

Based on the outcomes of this study, several recommendations can be made to improve performance evaluation practices at Wegagen Bank:

- Implement Training Programs for Evaluators: To mitigate issues related to bias and subjectivity, it is crucial to provide regular training sessions for managers and supervisors involved in the appraisal process. These training programs should focus on enhancing their skills in performance assessment, feedback provision, and the application of objective evaluation criteria to ensure consistent and fair evaluations across all branches.

- Revise Evaluation Criteria and Metrics: Wegagen Bank should consider reviewing and updating the performance evaluation criteria to better reflect the diverse roles and competencies of employees. The introduction of specific, measurable, achievable, relevant, and time-bound (SMART) objectives will enable a more holistic assessment of employee contributions and performance, ultimately leading to a fairer evaluation outcome.

- Enhance Feedback Mechanisms: Effective feedback is pivotal to the performance evaluation process. The bank should establish a structured feedback system that encourages ongoing dialogue between evaluators and employees. This should not only involve delivering constructive feedback but also facilitating self-evaluations and peer reviews, allowing employees to gain insights from multiple perspectives.

- Promote Transparency in the Appraisal Process: To foster trust in the performance evaluation system, Wegagen Bank should ensure that the appraisal process is transparent. This can be achieved by clearly communicating the evaluation criteria, procedures, and timelines to all employees, as well as ensuring that employees know how their performance will impact their career progression, remuneration, and training opportunities.

- Facilitate Employee Participation in Goal Setting: Employees should be actively involved in the goal-setting process, as this can enhance their sense of ownership and engagement. By encouraging employees to collaboratively establish performance goals and development plans with their supervisors, Wegagen Bank can create a more inclusive and motivating appraisal environment.

- Utilize Technology for Performance Management: Implementing a performance management software system can streamline the evaluation process, facilitate consistent record-keeping, and provide data-driven insights into employee performance. Such technology can help reduce subjectivity and bias, as well as offer transparent and comprehensive performance tracking.

- Conduct Regular Reviews of Appraisal Practices:Regularly assessing the performance evaluation processes and their effectiveness through employee feedback surveys will allow Wegagen Bank to make informed adjustments as needed. This continuous improvement approach can help the organization stay aligned with best practices in performance management and employee engagement.

- Address Policy Gaps and Ensure Equity: By analyzing existing human resource policies related to performance evaluations, Wegagen Bank can identify any gaps that may perpetuate biases or

inequities. Adjusting policies to prioritize fairness and objective assessment will enhance employee satisfaction and organizational commitment.

5.4 Contribution of the Study

This research contributes to the field of performance management in several ways:

- Addressing a Knowledge Gap: This study fills a crucial gap in the literature concerning employee perceptions of performance evaluations in the Ethiopian banking sector, specifically within Wegagen Bank.
- Practical Insights for HR Practices: By identifying challenges and solutions regarding performance evaluations, the study provides actionable recommendations to enhance human resource practices, benefiting both employees and organizational performance.
- Framework for Future Research:The findings lay the groundwork for future research in the field of performance management, motivating other to explore similar issues in different organizational contexts or sectors.

Conclusion

This study aimed to assess employees' perceptions regarding performance evaluation practices at Wegagen Bank. Utilizing a mixed-methods approach, the research explores the complexities of the performance appraisal process, revealing its strengths as well as significant weaknesses. The findings emphasize the essential role of performance evaluations in promoting employee engagement and organizational effectiveness while highlighting issues such as subjectivity, bias, and inadequate feedback.

Employees express distrust in the current appraisal system, citing favoritism and a lack of constructive feedback, which reflects common concerns identified in existing literature. The study underlines the need for a reassessment of performance evaluation practices to enhance transparency and open communication about performance expectations.

Key insights reveal that while employees view performance evaluations as tools for growth, they also note discrepancies and a lack of objectivity in evaluation criteria and feedback processes. The research advocates for standardized criteria aligned with job functions and calls for better training for evaluators to mitigate bias.

The consequences of ineffective evaluations include low morale, reduced productivity, and higher turnover rates, which pose risks to the organization's long-term success. The study concludes with actionable recommendations for Wegagen Bank to improve its performance evaluation system by fostering an inclusive environment and ensuring fairness in evaluations. Ultimately, this research contributes valuable knowledge to the field of performance management, particularly in the Ethiopian banking sector, offering insights to enhance employee engagement and organizational performance.

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APPENDIX- A

QUESTIONNAIRE

St.MERRY UNIVERSITY COLLEGE SCHOOL OF GRADUATE STUDIES(SGS)MPM PROGRAM

To be filled by Ratees or Appraisees

Dear Sir/Madam,

I am a student of Master of Project Management degree at St. Mary University. The research I am conducting is an integral part of my academic journey and is being carried out for purely educational purposes. This research aims to understand employees' perceptions regarding the problems and practices of employee performance evaluation at Wegagen Bank to improve the performance evaluation system.

All information collected through the questionnaire will be used exclusively for contributing knowledge and kept confidential. I will share a copy of my final report with you once it is completed. Since this project is a case study, I seek your permission to release information, even if it is intended for academic use, should your organization require such permission.

Your genuine, honest, and prompt response is precious for this project's quality and successful completion. Please ensure that you respond to all the given statements, as incomplete responses will not meet the research requirements. Thank you for your cooperation and support.

General Instructions

- There is no need to write your name

- In all cases where answer options are available, please tick (√) in the appropriate box.

- For questions that demand your opinion, please try to describe as per the questions in the space provided honestly.

Thank you, for your cooperation and timely response in advance

PART I: Participant Information

Number of years you have worked for this organization (in years) _____

1. Number of years working on this job (in years):

   ☐ 1-4   ☐ 5-9   ☐10-19   ☐ 20-30   ☐30 years or more

2. Age (in years):

   ☐ Under 25   ☐ 25-34   ☐35-44   ☐ 45-54   ☐55 and above

3. Sex: ☐Male   ☐Female

4. Educational Qualification:

   ☐ High school graduate ☐ Technical school graduate ☐ College Diploma

   ☐ BA/BSc Degree   ☐ Master's Degree   ☐ PhD

   Other (please state_____)

5. Have you been evaluated for the last one year?
   ☐Yes   ☐No

6. If your answer to question number 6 is *yes*, please turn to part II

PART II: Questions related to the practices of performance Evaluation

Listed below are statements about the practices of Employee Performance Evaluation in your organization. Please indicate your level of agreement with the statements so that your answers to these questions will enable me to assess what you think about the practices of performance evaluation in your organization

S/N	Questions	Strongly Agree	Agree	Neither agree nor disagree	disagree	Strongly disagree
1	The feedback received from performance evaluations at Wegagen Bank helps clarify my stand in the organization.					
2	Performance evaluation results have a significant impact on salary adjustments and promotion opportunities.					
3	Performance evaluations are utilized to address performance issues and make decisions regarding staff retention or dismissal.					
4	The process of performance evaluation is used to provide coaching and support for improvement and career development.					
5	The recognition and support derived from performance evaluations effectively motivate employees.					
6	Performance evaluations in WB aim to enhance the relationship between managers and employees.					
7	The data collected from performance evaluation in WB is used to diagnose both organizational and individual problems based on performance results.					
8	I believe that the current performance evaluation system at Wegagen Bank fulfills its intended purpose.					
9	The performance criteria/instruments are clearly defined and objective.					

10	The performance evaluation criteria used in the organization are capable of measuring my true performance level.					
11	I have had the opportunity to participate in the design of the performance evaluation form.					
12	In my opinion, the performance evaluation form used to evaluate my performance is capable of distinguishing effective performers from ineffective performers.					
13	The performance evaluation form is customized based on the characteristics of my job.					
14	I have ways to appeal a performance rating that I think is biased or inaccurate.					
15	I can challenge a performance rating if I think it is unfair					
16	The performance evaluation helped me improve my job performance					
17	In my opinion, the performance evaluation system is fair and objective					
18	I perceive the performance appraisal process as unproductive and time-consuming.					
19	My rater is influenced by his/her personal liking and dislikes when evaluating my performance					
20	My supervisor avoids giving performance ratings which may have negative consequences for his/her subordinates					
21	My supervisor accurately evaluates my performance to the extent that he/she will be rewarded for doing so or penalized for failing to do so					
22	My supervisor gives equivalent performance ratings to all my colleagues to avoid resentment and rivalries among us					
23	My rater provides me specific examples of things that I did during the appraisal period if I ever question my performance ratings					
24	My rater generally supports his evaluation with specific incidents of good and poor performance					

25	My rater usually keeps a file of what I have done during the appraisal period to evaluate my performance					
26	My rater evaluates my performance based on my accomplishments and achievement					
27	In my recent evaluation, my rater gave me a fair assessment compared to my co-workers					
28	My rater is not a qualified person to evaluate my work					
29	My rater frequently lets me know how I am doing					
30	I often compare my performance ratings with my coworkers					
31	I used to support the ideas of my supervisor knowing that it is wrong.					
32	I usually create a positive impression in the mind of my rater.					
33	I often do a favor to my supervisor					
34	I used to work hard if the result was going to be seen by my supervisor.					
35	I often resist accepting low-performance rating					

Part III. Additional Questions

1. In your opinion, do you think that it is essential to conduct performance evaluations in your organization?   Yes ☐   No ☐

2. Please explain your reasoning for your answer to Question No.1 above.

_____
_____
_____
_____
_____

3. What specific challenges do you believe exist in your organization's current performance evaluationpractices?

_____
_____
_____
_____

4. What recommendations would you make to enhance your organization's current performance evaluation system?

_____
_____
_____
_____
_____

Thank you again for completing the questionnaire!

St.MERRY UNIVERSITY COLLEGE SCHOOL OF GRADUATE STUDIES(SGS)MPM PROGRAM

To be answered by the HRD manager and raters

I am a student of Master of Project Management degree at St. Mary University. The research I am conducting is an integral part of my academic journey and is being carried out for purely educational purposes. This research aims to understand employees' perceptions regarding the problems and practices of employee performance evaluation at Wegagen Bank to improve the performance evaluation system.

All information collected through the interview questionnaire will be used exclusively for contributing knowledge and kept confidential. I will share a copy of my final report with you once it is completed. Since this project is a case study, I seek your permission to release information, even if it is intended for academic use, should your organization require such permission.

Your genuine, honest, and prompt response is precious for this project's quality and successful completion. Please ensure that you respond to all the given statements, as incomplete responses will not meet the research requirements. Thank you for your cooperation and support.

List of interview questions:

1. Does your organization have a formal performance evaluation policy? If so, what objectives are outlined for the performance appraisal process in the policy manual?

2. In your opinion, does the current performance evaluation system effectively fulfill its intended purpose within your organization?

3. Do you think that the performance evaluation system differentiates effective performers from non-performers at all levels?

4. Could you please outline the performance appraisal practices currently implemented in your organization?

5. What are the major problems that your department is facing concerning performance evaluation?

6. How do you communicate the performance appraisal results of the employees in your organization?

7. Do you have any further comments or feedback regarding the performance appraisal system in your organization that you would like to share?

APPENDIX-B

የቅድስት ማርያም ዩኒቨርሲቲ ኮሌጅ የድህረ ምረቃ ትምህርት

የፕሮጀክት አስተዳደር ፕሮግራም

በሰራተኞች የሚሞላ መጠይቅ፦-

ውድ ተሳታፊዎች

እኔ በቅድስት ማርያም ዩኒቨርሲቲ የፕሮጀክት ማኔጅመንት ዲግሪ ተማሪ ስሆን።፡ ይህ ጥናት የአካዳሚክ ጉዞዬ ዋና አካል ሲሆን እየተካሄደ ያለውም ለአካዳሚክ ዓላማ ብቻ ነው።፡፡እንዲሁም ጥናቱ የአፈጻጸም ምዘና ስርዓቱን ለማሻሻል በወጋገን ባንክ የሰራተኞች የስራ አፈፃፀም ግምገማን በተመለከተ የሰራተኞችን ግንዛቤ ለመረዳት ያለም ነው።፡፡

በመጠይቁ በኩል የሚሰበሰቡ ሁሉም መረጃዎች እውቀትን ለማበርከት ብቻ ጥቅም ላይ ይውላሉ እንዲሁም የሚሰጡት መረጃ በሚስጥር የሚያዝ እና ለዚህ ጥናት ብቻ የሚውል ይሆናል።፡፡ ይህ ፕሮጀክት የዘርዘር ጥናት ስለሆነ፣ መረጃውን ለመልቀቅ ፍቃድ ከድርጅታችሁ የጠየኩ ሲሆን፣ ምንም እንኳን ለአካዳሚክ አገልግሎት የታሰበ ቢሆንም፣ በመጨረሻም ሪፖርቱ እንደተጠናቀቀ ጥናቱን ላካፍላችሁ ፈቃደኛ መሆኔን እገልጻለሁኝ።፡፡

እውነተኛነት፣ ታማኝነት እና ፈጣን ምላሽ ለዚህ ፕሮጀክት በጥራት እና በተሳካ ሁኔታ ለማጠናቀቅ እጅግ ጠቃሚ ነው።፡፡ እንዲሁም ያለተሟሉ ምላሾች ምላሾ የምርምር መስፈርቶችን ስለማያሟሉ እባክዎ ለሁሉም የተሰጡ መገለጫዎች ምላሽ መስጠትዎን ያረጋግጡ።፡፡ ስለ ትብብርዎ እና ድጋፍ አመሰግናለሁኝ።፡፡

አጠቃላይ መመሪያዎች

• ስምህን መጻፍ አያስፈልግም

• የመልስ አማራጮች በሚገኙበት በሁሉም ክፍት ቦታዎች ላይ፣ እባክዎን ይሁን የ(√) ምልክት በተገቢው ሳጥን ውስጥ ያድርጉ።፡፡

• አስተያየትዎን ለሚፈልጉ ጥያቄዎች፣ እባክዎን በቀረበው ቦታ ላይ ባሉት ጥያቄዎች መሰረት ለመግለጽ ይሞክሩ።፡፡

ስለ ትብብርዎ እና ስለ ፈጣን ምላሽዎ ከወዲሁ እናመሰግናለን።፡፡

ክፍልአንድ ፦- የግለሰብ ጠቅላላ መረጃ

*መመሪያ፦-*በተገቢ ውሳጥን ወስጥ የ"√"ምልከት ያድርጉ።፡፡

1. ለዚህ ድርጅት የሰራህባቸው ዓመታት ብዛት (በአመታት ውስጥ) _____
2. በዚህ ሥራ ላይ የሚሰሩ ዓመታት ብዛት (በአመታት):
   ☐ 1-4 ☐ 5-9 ☐ 10-19 ☐ 20-30 ☐ 30 ዓመት ወይም ከዚያ በላይ

3. ዕድሜ (በአመታት):
   ☐ ከ25 25-34 ☐ 35-44 ☐ 45-54 ☐ 55 እና ከዚያ በላይ ☐
4. ጾታ   ወንድ ☐ ሴት ☐

5. የትምህርት ደረጃ፦-

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☐ ሁለተኛ ደረጃ ትምህርት ቤት ምሩቅ   የቴክኒክ ትምህርት ቤት የኮሌጅ ዲፕሎማ ☐

☐ ኤ/ቢኤስሲ   ☐ ማስተርስ ዲግሪ ፒኤችዲ   ሌላ (እባክዎ ይግለጹ) ☐

6. ላለፈው አንድ ዓመት ተገምግመዋል?

☐ አዎ   አይደለም ☐

7. ለጥያቄ ቁጥር 6 መልስዎ አዎ ከሆነ፣ እባክዎን ወደ ክፍል II ይሂዱ

ክፍል II፡ ከአፈጻጸም ግምገማ ልምምዶች ጋር የተያያዙ ጥያቄዎች

ከዚህ በታች የተዘረዘሩት በድርጅትዎ ውስጥ ስላለው የሰራተኛ አፈጻጸም ግምገማ ልምምዶች መግለጫዎች ናቸው። ለእነዚህ ጥያቄዎች የሚሰጡት መልሶች በድርጅትዎ ውስጥ ስላለው የአፈጻጸም ግምገማ ምን እንደሚያስቡ ለመገምገም እንዲችሉ እባክዎን ከመግለጫዎቹ ጋር ያለዎትን ስምምነት ያመለክቱ።

	በጣምእስማማለሁ	እስማማለሁ	መወሰንአልቻልም	አልስማም	በጣምአልስማማም
1. በወጋገን ባንክ የአፈጻጸም ግምገማ ያገኘሁት አስተያየት በድርጅቱ ውስጥ ያለኝን አቋም ግልጽ ለማድረግ ይረዳል።					
2. የአፈጻጸም ምዘና ውጤቶች የደመወዝ ማስተካከያ እና የደረጃ ዕድገት እድሎች ላይ ከፍተኛ ተጽእኖ ያሳድራል።					
3. የአፈጻጸም ምዘናዎች የአፈጻጸም ችግሮችን ለመፍታት እና የስራተኞችን ማቆየት ወይም መባረርን በተመለከተ ውሳኔዎችን ለማድረግ ያገለግላሉ።					
4. የስራ አፈጻጸም ግምገማ ሂደት ለማሻሻያ እና ለሙያ እድገት ስልጠና እና ድጋፍ ለመስጠት ያገለግላል።					
5. ከአፈጻጸም ግምገማ የሚገኘው እውቅና እና ድጋፍ ሰራተኞችን በብቃት ያነሳሳል።					
6. በወጋገን ባንክ ውስጥ የሚደረጉ የአፈጻጸም ግምገማዎች ዓላማው በአስተዳዳሪዎች እና በሠራተኞች መካከል ያለውን ግንኙነት ለማሻሻል ነው።					
7. በወጋገን ባንክ የአፈጻጸም ምዘና የተሰበሰበው መረጃ በአፈፃፀም ውጤቶቹ ላይ ተመስርተው ድርጅታዊ እና ግለሰባዊ ችግሮችን ለመመርመር ይጠቅማሉ።					

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8. በወጋገን ባንክ አሁን ያለው የስራ አፈጻጸም ምዘና ስርዓት የታለመለትን አላማ እንደሚያሟላ አምናለሁ።					
9. የአፈጻጸም መስፈርት/መሳሪያዎቹ በግልፅ የተቀመጡ እና ተጨባጭ ናቸው።					
10. በድርጅቱ ውስጥ ጥቅም ላይ የሚውሉት የአፈጻጸም ምዘና መመዘኛዎች የእኔን እውነተኛ የአፈጻጸም ደረጃ ለመለካት የሚችሉ ናቸው።					
11. በአፈፃፀም ምዘና ቅፅ ዲዛይን ላይ የመሳተፍ እድል አግኝቻለሁ።					
12. በእኔ እምነት አፈጻጸሜን ለመገምገም የሚያገለግለው የአፈጻጸም ምዘና ቅፅ ውጤታማ ፈጻሚዎችን ከውጤታማ ያልሆኑ ፈጻሚዎች. የሚለይ ነው።					
13. የስራ አፈጻጸም ምዘና ቅጹ የሚሰራው በስራዬ ባህሪያት መሰረት ነው።					
14. የተዛባ ወይም የተሳሳተ ነው ብዬ የማስበውን የአፈጻጸም ደረጃ ይግባኝ የምልባቸው መንገዶች አሉኝ።					
15. የአፈጻጸም ደረጃን ፍትሃዊ ካልሆነ ብዬ መቃወም እችላለሁ።።					
16. የአፈጻጸም ግምገማው የሥራ አፈጻጸሜን እንዳሻሽል ረድቶኛል።					
17. በእኔ አስተያየት የአፈጻጸም ምዘና ስርዓቱ ፍትሃዊ እና ተጨባጭ ነው።					
18. የስራ አፈጻጸም ምዘና ሂደት ውጤታማ ያልሆነ እና ጊዜ የሚወስድ እንደሆን አገኘዋለሁ።					
19. የእኔ ደረጃ የእኔን አፈጻጸም ሲገመገም በእሱ/ሷ የግል መውደዶች እና አለመውደዶች ተጽዕኖ ይደረግበታል።					
20. የእኔ ተቆጣጣሪ የበታች ሰራተኞቹ ላይ አሉታዊ መዘዝ ሊያስከትል የሚችል የአፈጻጸም ደረጃዎችን ከመስጠት ይቆጠባል።					
21. የኔ ተቆጣጣሪ ስራዬን በተክክል ይገመግመዋል/ሷ ይህን በማድረጋቸው የሚሸለሙት ወይም ይህን ባለማድረጉ የሚቀጣበትን መጠን በተክክል ይገመግማል።					
22. የእኔ ተቆጣጣሪ በመካከላችን ቂም እና ፉክክርን ለማስወገድ ለሁሉም ባልደረቦቼ ተመጣጣኝ የአፈፃፀም ደረጃዎችን ይሰጣል።					
23. የአፈጻጸም ደረጃ አሰጣጤ ከተጠራጠርኩ በግምገማው ወቅት ያደረግኧቸውን ነገሮች የእኔ ደረጃ የተወሰኑ ምሳሌዎችን ይሰጠኛል።					
24. የኔ ተቆጣጣሪ በአጠቃላይ የእሱን ግምገማ የሚደግፈው በተወሰኑ መልካም እና ደካማ አፈጻጸም ክስተቶች ነው።					
25. የኔ ተቆጣጣሪ አብዛኛውን ጊዜ በግምገማው ወቅት ያደረግሁትን ስራ አፈጻጸምን ለመገምገም ያስቀምጣል።					
26. የእኔ ተቆጣጣሪ በእኔ ስኬቶቹ እና ስኬቶቼ ላይ በመመስረት አፈፃፀሜን ይገመግማል።።					
27. በቅርብ ባደረግኩት ግምገማ፣ የእኔ ተቆጣጣሪ ከስራ ባልደረቦቼ ጋር ሲነጻጸር ትክክለኛ ግምገማ ሰጠኝ።					
28. ተቆጣጣሪዬ ስራዬን ለመገምገም ብቁ ሰው አይደለም።					
29. ተቆጣጣሪዬ እንዴት እየሰራሁ እንደሆነ በተደጋጋሚ ያሳውቀኛል።					
30. ብዙ ጊዜ የአፈጻጸም ደረጃዬን ከስራ ባልደረቦቼ ጋር አወዳድራለሁ።።					
31. እኔ የተሳሳተ መሆኑን እያወቅኩ የተቆጣጣሪዬን ሃሳቦች እደግፍ ነበር።					
32. አብዛኛውን ጊዜ በእኔ ተቆጣጣሪ አእምሮ ውስጥ አዎንታዊ ስሜት እፈጥራለሁ።					
33 ብዙ ጊዜ ለተቆጣጣሪዬ ቸርነት አደርጋለሁ					
34. ውጤቱ በአለቃዬ የሚታይ ከሆነ ጠንክሬ እሰራ ነበር።					
35. ዝቅተኛ አፈጻጸም ደረጃን መቀበልን ብዙ ጊዜ እቃወማለሁ።					

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ክፍል III. *ተጨማሪ ጥያቄዎች*

1. በእርስዎ አስተያየት በድርጅትዎ ውስጥ የአፈጻጸም ግምገማዎችን ማካሄድ አስፈላጊ ነው ብለው ያስባሉ?

አዎ   አይደለም   ☐   ☐

2. እባኮትን ከላይ ላለው ጥያቄ ቁጥር 1 መልስ የሰጡበትን ምክንያት ያብራሩ።

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3. በድርጅትዎ ውስጥ አሁን ባሉው የአፈጻጸም ግምገማ ውስጥ ምን ልዩ ተግዳሮቶች አሉ ብለው‑ያምናሉ?

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4. በድርጅትዎ ውስጥ ያለውን የአፈፃፀም ግምገማ ስርዓት ለማሻሻል ምን ምክሮችን ይሰጣሉ?

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መጠይቁን ስለጨረሱ በድጋሚ እናመሰግናለን!

የቅድስት ማርያም ዩኒቨርሲቲ ኮሌጅ የድህረ ምረቃ ትምህርት

የፕሮጀክት አስተዳደር ፕሮግራም

በሰው ሀብት ክፍል ሥራ አስኪያጅ እና በተቆጣጣሪ ምላሽ የሚሰጥበት መጠየቅ

ውድ ተሳታፊዎች

እኔ በቅድስት ማርያም ዩኒቨርሲቲ የፕሮጀክት ማኔጅመንት ዲግሪ ተማሪ ስሆን። ይህ ጥናት የአካዳሚክ ጉዞዬ ዋና አካል ሲሆን እየተካሄደ ያለውም ለአካዳሚክ ዓላማ ብቻ ነው፡፡እንዲሁም ጥናቱ የአፈጻጸም ምዘና ስርዓቱን ለማሻሻል በወጋገን ባንክ የስራተኞች የስራ አፈፃፀም ግምገማን በተመለከተ የስራተኞችን ግንዛቤ ለመረዳት ያለመ ነው፡፡

ቢቃለ መጠይቁ የሚሰበሰቡ ሁሉም መረጃዎች እውቀትን ለማበርከት ብቻ ጥቅም ላይ ይውላሉ እንዲሁም የሚሰጡት መረጃ በሚስጥር የሚያዝ እና ለዚህ ጥናት ብቻ የሚውል ይሆናል፡፡ ይህ ፕሮጀክት የዘርዘር ጥናት ስለሆነ፣ መረጃውን ለመልቀቅ ፍቃድ ከድርጅታችሁ የጠየቅ ሲሆን፣ ምንም እንኳን ለአካዳሚክ አገልግሎት የታሰበ ቢሆንም፣ በመጨረሻም ሪፖርቱ እንደተጠናቀቀ ጥናቱን ላካፍላችሁ ፈቃደኛ መሆኔን እገልጻለሁ፡፡

እውነተኛነት፣ ታማኝነት እና ፈጣን ምላሽ ለዚህ ፕሮጀክት በጥራት እና በተሳካ ሁኔታ ለማጠናቀቅ እጅግ ጠቃሚ ነው። እንዲሁም ያልተሟሉ ምላሾች የምርምር መስራርቶችን ስለማያሟሉ እባክዎ ለሁሉም የተሰጡ መግለጫዎች ምላሽ መስጠትዎን ያረጋግጡ። ስለ ትብብርዎ እና ድጋፍዎ አመሰግናለሁ፡፡

ስለ ትብብርዎ ከወዲሁ እናመሰግናለን፡፡

የቃለ መጠይቅ ጥያቄዎች ዝርዝር፦-

1. ድርጅትዎ መደበኛ የስራ አፈጻጸም ግምገማ ፖሊሲ አለው? ከሆነ በፖሊሲ መመሪያው ውስጥ ለአፈጻጸም ምዘና ሂደት ምን ዓላማዎች ተዘርዝረዋል?

2. በእርስዎ አስተያየት አሁን ያለው የአፈጻጸም ምዘና ስርዓት በድርጅትዎ ውስጥ የታሰበውን ዓላማ በብቃት ያሟላን?

3. የአፈጻጸም ምዘና ስርዓቱ ውጤታማ ፈጻሚያዎችን በየደረጃው ካሉት አፈጻጸም የሌላቸውን የሚለይ ይመስላችኋል?

4. እባክዎን በድርጅትዎ ውስጥ አሁን እየተተገበሩ ያሉትን የአፈጻጸም ምዘና ልምዶችን መግለጽ ይችላሉ?

5. የስራ አፈጻጸም ግምገማን በተመለከተ የእርስዎ ክፍል ያጋጠሙት ዋና ዋና ችግሮች ምንድን ናቸው?

6. በድርጅትዎ ውስጥ ያሉትን የስራተኞች የስራ አፈፃፀም ምዘና ውጤቶችን እንዴት ያስተላልፋሉ?

7. በድርጅትዎ ውስጥ ያለውን የስራ አፈጻጸም ምዘና ስርዓት በተመለከተ ተጨማሪ አስተያየት አለዎት?