



**Performance Management And Inward Accountability Practices At
HelpAge International Ethiopia Office**

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Declaration

I declare that the thesis work entitled 'Performance Management and Inward Accountability Practices at HelpAge International Ethiopia Office' is my original work and all sources of material used for the work have been duly acknowledged.

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(The student Researcher)

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Table of Contents

I. Acknowledgements.....	3
II, List of Tables	6
III, acronyms	7
Iv, Abstract	8
Chapter One	9
1. Introduction	9
1.1. Background of the study	9
Accountability in INGO management.....	10
1.2. Statement of the Problem	12
1.3. Objectives of the study.....	13
1.3.1. General objective.....	13
1.3.2. Specific objectives.....	14
1.4. Significance of the study	14
1.5. Delimitation of the study.....	14
1.6. limitation of the study	15
1.7. Organization of the study.....	15
1.8. Ethical Consideration	15
Chapter Two.....	16
Review of Related Literature	16
2.1. Concepts and Definition of Performance and performance Management	16
2.2. Performance Management.....	16
2.3. Equity Theory & Organization Justice.....	17
2.4. Judgmental Purpose.....	18
2.5. Developmental Purpose.....	18
2.6. Assessment Criteria.....	19
2.7. Brief overview of Performance Management System in HAIEO.....	23
3. Research Design and Methodology.....	26
3.1. Research Design & Approach	26
3.2. Data Source	26
3.3. Sampling & Sampling Techniques.....	26

3.4. Procedure for Data Collection.....	27
3.5. Instrument of Data Collection.....	28
3.5.4. Procedure For Document Analysis	29
3.6. Procedure Of Data Collection	29
3.7. Ethical Consideration.....	29
CHAPTER FOUR.....	30
Data Presentation, Analysis & Interpretation.....	30
4.1 Demographic Information of Respondents	30
Table 1 Characteristic Of Respondents.....	31
4.2. Analysis And Interpretation Of Implementation Of PMS in HAIEO.....	33
4.2.1 Clear Definition And Purpose Of PMS.....	33
Table 2 Clear Definition Of PMS In HAIEO.....	33
Table 3 Awareness Of The Purpose Of PMS.....	34
Table 4 Awareness On The Strategic Objective Of HAIEO.....	35
4.2.2. Performance planning	38
Table 5 Respondent’s Opinion On Performance Planning	38
4.2.3 Performance execution.....	41
Table 6 Respondent’s Opinion On Performance Execution	41
4.2.4. Performance assessment.....	44
Table 7 Respondents Opinion On Performance Assessment.....	44
4.2.5 Performance Review	47
Table 8 Respondent’s Opinion On Performance Review	47
Chapter Five	50
5.1. Summary	50
Major Findings	50
5.2. Conclusion.....	51
5.3.Recommendations	53
Bibliography.....	56
Annex 1- Questionnaire	59
Annex-2 Interview Guideline.....	65

II, List of Tables

	Page
Table 1 Characteristic of Respondents.....	31
Table 2 clear definition of PMS in HAIEO.....	33
Table 3 Awareness of the purpose of PMS	34
Table 4 awareness on the strategic objective of HAIEO	35
Table 5 Respondent’s Opinion on performance planning.....	38
Table 6 Respondent’s Opinion on performance execution	41
Table 7 Respondents opinion on performance assessment	44
Table 8 Respondent’s Opinion on performance review.....	47

III, Acronyms

HAIEO – Help Age International Ethiopia Office

PMS Performance Management System

HRM Human Resource Management

IV, Abstract

The main purpose of this study is to assess and describe the performance management and inward accountability practice in HelpAge International Ethiopia Office. To answer these question descriptive research design has been deployed by using both quantitative and qualitative research approach. The total number of staff at HAIEO is 25. Employee has been interviewed and gave primary data by filling questionnaire, allowing a purposeful Maximal sampling. The data gathered from the questionnaire were compiled by using Epi-info software. Descriptive statistics method was used for analyzing data. In general the finding of the study revealed that organizational goals were not fully aligned with individual goals, participation of employee's in the planning stage of performance management was not across all staff of HAIEO, lack of regular feedback, lack of uniformity in gathering information about employee's performance and lack of software for automating the PMS were the major problem noted. Having this in mind the researcher concluded that even though HAIEO has some good qualities in clearly defining the mission, vision and values and developing strategy map but a lot has to be made in making performance management system to be more useful for the organization. In order to fill the identified gap, recommendations were forward to align organizational goals with departmental and individual level, to improve the level of employee's participation in the PMS process, to enhance the awareness of employees about the purpose of PMS goals should be seated in mutual agreement, letting employees to assess their own performance using self-appraisal method, gather information about the performance of an employee from different sources. Finally it is suggested to make the evaluation criteria to be very objective and conduct the evaluation at right time.

Chapter One

Introduction

This chapter contains background of the study, statement of the problem objective and significance of the study, delimitation, limitation and organization of the study and finally methodology and design which was used in conducting the research .while going through this chapter any one can understand the aim of the research, the basic question which will be addressed in the analysis, the contribution of the study and the method and instruments used to collect data and analyze it accordingly.

1.1. Background of the study

Human resource is one of the important assets within the organization. The human resource of the organization can be a backbone of any organization in coordinating and controlling the whole activities of the organization directly or indirectly to ensure achievements of organizational goal. Human resource management holds that the organization should be able to employ both individual and group psychology in order to commit employees to the achievement of organizational goals.(Armstrong 2006)

Human Resource Management (HRM) is a process that links the goal of the organization together with the goal of the people by securing best people and winning their wholehearted cooperation to attain organizational goal in an effective and efficient manner. In other words it is shaping and managing people at work to gain the maximum contribution of them to organization (Armstrong, 2009 and Bibhuti Bhusan Mahapatro,2010), contribution to the development of employee's is one of the goals of HRM. It supports people to exert their maximum potential and gives the suggestion that will help them to improve their performance by providing the necessary information regarding their performance by defining their respective roles. By doing this they will be benefited in outlining their anticipated goals and thereby, helps them to execute it with the best possible efforts.

Performance Management as one of the aspects of HRM is a process of advancing performance of the organization to the higher expectation by developing the performance of individuals and teams in a systematic way. It is the process of cascading the goal of the organization down to teams and individuals with the aim of getting and better result (Armstrong 2009). In an effective performance management system it is easy for managers to

evaluate and measure individual performance and increase productivity by aligning individual and strategic objective, providing visible and clear performance expectation. Documenting individual's performance for future decision and focusing on skill development plan. Having the right performance management system is a concern of every organization because it is an important gear of any organization to be a front runner in the market by evaluating and developing employee performance in order to get enhanced organizational success.

Five organizations from Canada, Colombia, Kenya, India and the United Kingdom had set up HelpAge International in 1983 G.C to provide a network to support older people worldwide. HelpAge International now has well over 100 affiliates and works with more than 200 other partners in more than 70 countries.

HelpAge International Ethiopia Office establish in 1984 helps older people claim their rights, challenge discrimination and overcome poverty, so that they can lead dignified, secure, active and healthy lives. HelpAge Ethiopia Office works to strengthened through global network of like-minded organizations - the only one of its kind in Ethiopia.

HelpAge Ethiopia Office works for and with older people by: lobbying governments to achieve policy change, undertaking research programs and via community projects on the ground. The organizations focuses on issues that affect older people in Ethiopia such as disaster risk reduction and climate change, rights, health, social protection, HIV and AIDS.

Having the above stated roles in country, the successful practice of performance management system in HAIEO is a vital one since the staffs include the staffs are the one who transform the mission and vision of HAIEO in to practice. Hence the student researcher chose to assess Performance Management and Inward Accountability Practices at HelpAge International Ethiopia Office as it is the only international organization helps older people in Ethiopia and plays important roles for helping older people.

Accountability in INGO management

INGO's exist for diverse socioeconomic reasons ranging from global environmental concerns (e.g Greenpeace) human rights concerns (e.g., Amnesty International),or humanitarian

health assistance in times of crises (E.g. Medicines San Frontiers)”(O’sullivan,2010,P 421;Cavill&Sohail,2007).

Accountability can have multiple meanings to many people, depending on the context and the purpose for its use (Cavil&Sohil, 2007).The question raised about INGO accountability stem, in part, from lack of clarity about social impact of their achievements. For example, number of clients served in a common metric but it fails to indicate how effectively those clients were served (Cavil &Sohail 2007).

INGO accountability Cavil and Sohail 2007 also describe the four dimensions of INGO accountability, which need to be addressed globally and local level.

Direction of Accountability	Stakeholders involved
Upward Accountability	Host Government ,Donors and Boards
Downward Accountability	Individual or selected beneficiary provide service
Horizontal Accountability	Peers organization and fellow professionals
Inward Accountability	Staff or employee of organization

This close examination of INGO accountability has revealed important distinction from how the notion of accountability treated in the private sector. In private sector organization, any waste is that the company’s profits, where as in INGO, the waste is that of government funding and charitable donations. In addition those who fund international development projects (e.g. national donors, host governments, citizens from developed economies)are not the same as those who directly benefit from it (e.g. local recipients of the services).This is a striking difference from the private sector because, in most private sector transaction the customer pays the organization for a product or service that they require, which enables the customer to more easily assess the services or products being purchased. By contrast in an INGO interaction, there are four separate stakeholders with an interest in the transaction:

payee (funder) organization, host government and customer (recipient/beneficiary who benefits from the goods/services) (Lewis 2007, P35-41). This makes it more difficult for payees to assess the goods and services that they purchase, as they will not be receiving these directly.

Clearly, with the increased need for funding and competition for said funding (Cavil &Sohaila, 2007) a need for management practices that support accountability has increased in recent years (Romia, 2013). Thus it is important that the performance appraisal system being used by an INGO reflect all of these four paths of accountability.

1.2. Statement of the Problem

It is noticed how and to what extent performance management system improve employees competency and/or be a challenge for strategic goals. Without having a high performing employee it will be difficult for organization to compete with other international organizations. To ensure organizational competitiveness performance management system is highly desired to develop the capacity of the employees and inspired them to put maximum effort in realization of organizational goals.

Performance management system in organization improve organizational result, create a good relationship between leaders and employees enhance meaning full work cooperation among employees, generate an opportunity for growth and development to make clear on understanding of work objective.

Beside this performance management system will provide information about where employees are in performing day to day activities for the achievement of organizational goal, it gives developmental feedback on strength and weakness of employees it uses as base for HR system to design of training program.

In addition to this it will decrease employee turnover, increase productivity and enhance employee well-being in knowing how they are doing by relating their status in the organization in the future.

There might be a quite good policy and procedure which clearly shows the steps, benefits and implementation process of performance management system. But it only can be kept on paper as a policy unless it is converted into practice. This is the rationale for the student researcher to assess the practical implementation of the performance management system at HelpAge International Ethiopia Office.

HelpAge Ethiopia Office is one of the international organizations in Ethiopia which strives to work for older people & with older people by lobbying governments to achieve policy change, undertaking research programs and via community projects on the ground. The organization focuses on issues that affect older people in Ethiopia, such as disaster risk reduction and climate change, rights, health, social protection, HIV and AIDS. As a result HelpAge International Ethiopia needs a well-designed and implemented performance management system to enhance the performance of its employees who are responsible to achieve organizational vision and mission.

Considering the importance of performance management system in HelpAge International Ethiopia office the student researcher became interested to assess the practice of performance management system at HelpAge International in order to answer the following question.

1. To what extent does strategic goal of HelpAge International Ethiopia Office (HAIE) align with individual performance Objectives?
2. What purpose does performance management system have in HelpAge International Ethiopia Office and in what extent it is understood by employees?
3. How are the planning and execution phases of performance management system carried out in HelpAge International Ethiopia Office?
4. How is performance review conducted at HelpAge International Ethiopia Office?

1.3. Objectives of the study

1.3.1. General objective

The general objective of the study is to assess the performance Management practices & individual level accountability the challenges of performance management at HelpAge International Ethiopia Program Office and forward possible solution for actual problem.

1.3.2. Specific objectives

While conducting the study the researcher believe that the study will have the following specific objectives

1. Assess the alignment of HelpAge International Ethiopia Office organizational goals with individual performance objectives
2. Investigate the practice of planning and execution phases of performance management
3. Identify the purpose of performance management system in HelpAge International Ethiopia Office
4. Explore whether the performance review system is taking place properly in HelpAge International Ethiopia Office or not?

1.4. Significance of the study

The finding of this study would enable:

1. Help Age International Ethiopia Office to obtain the necessary feedback and take corrective measure to ensure the successful implementation of performance management system
2. It will broadens the knowledge of the researcher about the subject matter with a range of practical application and improves understanding of research ability of researcher
3. It might be an input for other organization who are interested in designing and implementing performance management system
4. It will provide sufficient information to those who are interested to perform further research in performance management
5. It will add something on the literature regarding the performance Management System

1.5. Delimitation of the study

Performance Management is applicable in all kind of organization governmental or non-governmental regardless of size, nature and goal, however the scope of these study is delimit to only single organization practice and inward accountability of performance Management at HelpAge International Ethiopia Office.

1.6. Limitation of the study

Budget and time constraint to compare and contrast performance management practice of other non-governmental organization with selected case study.

1.7. Organization of the study

The study is composed of five chapters. The first chapter deals with the introductory part. Chapter two is related literature where detailed discussion about the topic will undertake. The third chapter will present research design and methodology. The fourth chapter data presentation, analysis and interpretation will be discussed in fifth and final chapter will cover the summary of major findings and conclusion drawn and from the findings and also the possible recommendation will be forwarded by the researcher.

Chapter Two

Review of Related Literature

In this chapter, review of related literature will be presented. To be more specific concepts of performance, definition, process, theories of performance management, criteria use to assess performance, instruments, source of appraisal, frequency of appraisal, overview of HAIEO performance management system will be presented.

2.1. Concepts and Definition of Performance and performance Management

Performance

Performance can be defined as record of outcome or accomplishment achieved by a person or a team (Armstrong, 2009). The act process performing a task or an action that involve a lot of effort. (Oxford dictionary 10th Edition 2001 version 1.1, P 64946).It is the accomplishment or output/outcomes of task undertaken but also states that performance is about doing the work effectively so as to achieve the desired goal. Performance can be perceived as a non-job specific behavior such as cooperative, dedication, enthusiasm and persistence that develop the organization to enhance the working culture and climate of the organization.

2.2. Performance Management

In most cases performance Management systems and performance appraisal are interlinked with each other. However, performance management system is the broader one which identifies measure, manage and develop performance of the human resource in organization whereas performance appraisal is the sub set of performance management system in which we use it for evaluating the competence of employee's (Robert N and John R 2013)

Performance appraisal is possibly one of the most important aspects of a manager's job (Demario & Leigh, 2010) because individual performance improvement plans can help the organization to optimize performance. Indeed, many researchers consider the performance appraisal to be one of the most important tools accessible to managers (Boswell I& Boudreau 2000).

The majority of companies in the world use some form of performance appraisal. The goal of performance appraisal can often have a negative effect on employee morale (Smith.,2000).However if not well managed, the performance appraisal is a performance

management tool that can adversely change the climate of workplace for weeks and even after the appraisal event has occurred (Smith.,2000)

In order fully appreciate how a reliable and valid performance appraisal system can contribute to accountability, this review will examine the management literature considers to be “Best Practices” for performance appraisal systems. It will also examine why these are considered to be best practices. Namely at the core of an accountable performance appraisal system there must be organizational justice.

Therefore the third section of this literature review will start by describing the theoretical lens of organizational justice. The remaining sections devote attention to the best practice elements of a performance appraisal system Such as judgmental & development purposes, assessment criteria, frequency of appraisals, rater training coaching during feedback session and source of appraisal.

2.3. Equity Theory & Organization Justice

Organizational justice incorporates notion of both procedural and distributive justice (Karriker &Williams 2009).procedural justice refers to the perceived fairness of the organizational process that are used to reach decisions(Karriker &Williams 2009). Distributive justice refers to the perception that individual reward levels are consistent with employees contributions to the organization”(Heneman,H.G.,2007,p.391).Distributive Justice thus implicitly dependent on the justice of the procedures used to assess employee contributions.

The concept of organizational justice is grounded in Equity Theory (Karriker & Williams, 2009), Equity Theory states that individuals assess the outcomes received from their performance appraisal (e.g. compensation, price etc.) in relation to their input (e.g. hours worked) (Karriker & Williams, 2009). A sense of inequality arises when an individual’s perception of what outcomes are deserved for their input does not match with their expectation. When employee perception of either procedural or distributive justice are negative, research has shown it can adversely affect the organization in several ways, including impending organizational citizenship behavior.(Karriker,Williams,2009).

2.4. Judgmental Purpose

Judgmental feedback is a direct feedback about performance during the evaluation period (Petition, 2001). Judgmental feedback is focused on the quality of actions taken in past in comparison to the developmental feedback which is future focused (petition, 2001).

Judgmental feedback from a performance appraisal can help the organization on a number of different levels (pettijohan. 2001). First at individual level, when performance appraisals are perceived to have been conducted in procedurally just manner they help increase employee motivation, performance and organizational citizenship behavior. (Smith, 2000).

Second, although this paper focuses on individual-level performance assessments the significance of individual performance appraisals can be better appreciated by recognizing how judgmental feedback to the individual also contributes to organizational performance. Knowledge of employee performance also yields direct organizational level benefits. It enables firms to assess the effectiveness of their organization's HR policies and maximize their human resource management investment. (Petition, Parker, and Kent 2001) Smith, Harrington and Haughton, 2000) crucially, the judgmental outputs of performance appraisals also enable the organization to recognize and reward its top talent via salary increases, merit pay increases and other forms of total compensation (Beem, 2001; Boswell & Boudreau 2000; Taylor, 2000).

However, when undue emphasis is placed on judgmental aspect of the performance appraisal, it can create discomfort for both the employee the rationale for the appraisal and allowing employees to share their own feedback about the appraisal process can enable organizations to realize significant increases in employee acceptance of the appraisal.

2.5. Developmental Purpose

Judgmental information about the recent performance of their employees (Boswill & Boudreau, 2000) inevitably highlights areas where employees need further development of action plans for employees. Action plans may consist of formal training objectives and goal-setting action plans to develop on-the-job competencies (pettijohn et al., 2001). When employees 'perceive that the performance appraisal is also being used for developmental purpose it improves their acceptance of the performance appraisal system as a whole, as well as their approval of the person conducting the appraisal (Boswell & Boudreau, 2000). Use of

appraisal for developmental purpose can also enhance the organization's group dynamics (Boswell&Boudrau,2000)

2.6. Assessment Criteria

The criteria used to assess performance are fundamental to the effectiveness of the appraisal (Boswell&Boudrea, 2000, petti john, 2001a, 2001b).There are two key reasons for this.

First, if the criteria being assessed do not fully reflect the activities performed by employee. One of two problems will occur: criterion deficiency or criterion contamination (Boswell&Boudrea,2000).Criterion deficiency means employees will not be evaluated on what they are implicitly expected to achieve. Criterion contamination means employees will be evaluated on results that are not truly within the context (or control) of their job description. In either case emphasis of where employees need to focus efforts will not truly within the context (or control) of their job description. In either case, emphasis of where employees need to focus efforts will not correspond to their job and business function (Boswell&Boudreau,2000;Smith.,2000) and individual motivation (and extension, performance) will not advance in the desired direction poor criteria adversely influence the degree to which evaluation process will be accepted by both employees and their managers (Decarlo&Leigh 1996;Boswell&Boudreau,2000)

The second problem with inappropriate criteria occurs at the organization level, because the information being gathered and send to upward management will be misleading (Morris., 1991).Inaccurate assessments of the organization can jeopardize the competitive strategic advantage that the performance appraisals are meant to add to the organization Therefore, to avoid adverse organizational implications, it is critical to use appropriate individual-level criteria.

2.6.1 Input VS. Outputs criteria

The importance of fully representative set of appraisal criteria is generally well recognized, the preferred nature of those criteria is not nearly as well agreed up in the academic literature (Pettijhn, 2001A) Researchers divide evaluation criteria into two main categories. These categories may have many different labels (e.g. Subjective/Objective, qualitative/quantitative, input/output they are mostly referred to as inputs and output criteria.

Research has shown there are two reasons that output (hard/objective) criteria are generally more favored by organizations and managers due to output criteria easily measurable nature .(Smith.,2000).

2.6.2. Instrumentation

The performance appraisal instrument has seen its fair share of alterations and changes. The art in performance appraisal instrumentation advocates use of combination management by objective (For judgmental purposes of evaluating outcomes) and behaviorally anchored rating scales for developmental purposes of evaluating inputs.

Proper performance appraisal instrument should permit customization for each position in the organization for each position in the organization to help ensure that the performance appraisal tool used permits measurements of both input and output criteria.(Smith,2000).

2.6.3. Biases and Rater Training

Some degree of human error is seen as unavoidable, proper rater training can help to increase reliability and validity of tools being used (Bretz, 1992) This occurs due to, rater training can enable raters to gain a better understanding of the appraisal tool, which will allow for more accurate and reliable outcomes (Bretz, 1992) and the proper training raters will strengthen raters observational skill..

In addition to receiving training how to gather information to assess rate performance and then provide a judgment on performance.

2.6.4 Coaching

Coaching approach is especially important when a pay increase or promotion is not possible/or warranted (Bertz ,1992).The coaching process during the performance feedback discussion should identify provide employees with a better understanding of their actions and outcomes (Bertz ,1992).Even when an increase in pay or promotion occurs ,research indicates it will leave the employee happy, but employee still may be dissatisfied with the appraisal discussion if it was done improperly or conveyed in an ineffective manner (Beretz.,1992).

Research has shown that there are three dimensions to effective coaching feedback being supportive, emphasizing improvement and discussing rewards (e.g. pay and advancement) (

Bertz ,1992). By providing feedback along these three dimensions, the employee will leave the meeting far more satisfied than is this approach were not used (Berete,1992).This is because employee's perceptions of procedural justice increase when they gain a better understanding of how and why they are perceived are by ratter (Berets,1992,Smith 2000).

2.6.5. Source of Appraisal

Originally, performance appraisals were completed only by the supervisor of the employee performance appraisal instrument their, who would use which ever performance appraisal instrument their organization had available (Buckley, 1998) .However, this traditional approach raises issues about the reliability of the measurements, because only one perspective is being used (wise &Buckley, 1998).

In more recent years, organizations have used what is called 360-feedback. with 360 degree feedback ,individuals are assessed by three or four sources: they assess themselves: they receive feedback from their peers, and the employee supervisor(s) and if they assess themselves they receive feedback from their subordinates (Antonioni&park,2001).However the 360-degree feedback approach is done primarily for developmental purposes, because when used for judgmental and reward purpose, promotions and pay increases are incentives enough to potentially skew the self and peer reported assessments (Antonioni Park 2001). Moreover, upward appraisals are only recommended in context of many subordinates, to avoid socially desirable response bias that might arise due to a lack of anonymity among a small group of subordinates (Antonioni &Park, 2001).

When used appropriately, this approach has several benefits: First, self-assessment enhances employee acceptance of appraisal process (Smith 2000). Second use of additional sources helps to counteract biases such as the interpersonal effect of leniency, also known as liking. "liking is an emotional reaction (positive, neutral or negative) to a specific person. Third ,having multiple source of rating input not only mitigates the possibility of accidental biases or maliciously skewed ranking, but it also helps the employee gain a better understanding of how they are perceived in the organization and their role.(Smith,2000).This further enhances the potential for employee acceptance of the appraisal process.

2.6.6. Frequency

The last key element of a high performance appraisal system is the frequency the rate with which appraisals is conducted in a year (Smith, 2000). Frequency plays a vital role in both perceived validity of appraisal, and subsequent ratee acceptance. Deciding upon an appropriate frequency of performance feedback meetings with employees has three key benefits:

First, although annual reviews are still common in many organizations, decreasing the performance assessment period allows for easier assessment period by the manager, because it enables the manager to assess performance more accurately, as they find it an easier timeframe in which to give more accurate feedback yearly plan cross checked with accomplishment (coverage) was done at the end of the budget year, so it is easy to get data..

Second way shorter assessment period helps the organization is with employee acceptance .Having bi-annual assessment meetings will improve the employees acceptance of the feedback given (Pettijohn,2001a).This is because it also enables the employee to recognize a higher level judgmental accuracy, and both parties can remember the key points in the previous feedback session more easily.

Performance management is based on the agreement of objective, knowledge skill and capability (competence) requirements, performance improvement and personal development plans. It involves the joint and continuing review of performance against these objectives, requirements and plans and agreement and implementation of improvement and further development plans (Armstrong, 2000)

Many factors will impact effectiveness of an organization's performance management system, but three are most important first, the system needs to be aligned with and support the organization's direction and critical success factors. Second well developed, efficiently administered tools and process are needed to make the system user friendly and well received by organization employees.

Third and most important, is that both managers and employees must use the system in a manner brings visible, value-added benefits in areas of performance planning, performance development, feedback and achieving results (Elaine D.Pulakos 2004)

2.7. Brief overview of performance Management System in HAIEO

Although the policy and forms are designed to aid good practice, it is important to remember that the process of performance management and the manner in which it's managed has a powerful impact on the individual's motivation and commitment to the job, the team and the organisation. Staff skills, knowledge and competencies needed to achieve their objectives should be a priority to staff and his/her line manager.

2.7.1 How To Set Objectives

The performance management process/appraisals rest on clear and measurable objectives. It is critical therefore to get this right. The objectives can be developed jointly or by the individual in the first instance and then agreed.

During the probation period, it is recommended to set objectives based on the job description/ role, ensuring that the new staffs are able to deliver what was expected during the hiring process. After few months or after one year of working is recommended to set more challenging objectives which allow staff to develop new skills and experience and it motivates them.

2.7.2. Performance Appraisal Meeting Preparation

Preparation is essential to ensure the performance appraisal meeting are:

- Review the job description and the previous year's appraisal report to check the job duties and responsibilities and what was said at the previous year's appraisal.
- Talk to other line managers or peers, where appropriate, with whom the employee has been working during the year to obtain factual feedback on performance.
- Think through what aspects of the employee's performance are to be discussed and identify specific examples of both good and not so good performance.
- Prepared to back up any criticism with facts and examples.
- Exchange preparation forms if you have agreed to do this. Appraiser and appraisee may want to complete a preparation form and it should be shared in advance (at least a week) of the review meeting. The purpose of the form is to ensure that both you and the appraisee know the issues/points the other would like to discuss so that:
 - both have the opportunity to talk about the issues important to each of you
 - both can then prepare in advance for the discussion

- there is an effective use of the time

2.7.3. 360 Degree Feedback

This is a process in which an employee receives feedback about his or her performance from peers, supervisors, managers, and internal and external people. It's a complete picture of the impact one has on those with whom he or she interacts on a frequent basis.

The 360 degree feedback is optional but it is recommended to conduct a 360° Feedback after one year of working at HelpAge which allows appraise have more exposure/contact to his peers, supervisors & managers.

2.7.4. The Performance Review Meeting

Remind the employees of the overall objective of the appraisal i.e. that it is intended to assist the employee to maximise his or her job performance both for the employee's benefit and for the organisation as a whole. Also the need of staff development and the importance of his/her development.

2.7.5. Discussion on performance and setting objectives

Discuss any instances of poor or below average performance and the likely causes. Use specific example and ensure that the discussion is frank and considers the problem areas in detail and how to move forward.

2.7.6. Learning and Development

Give the employee the opportunity to discuss his or her career aspirations. Look at long term prospects if relevant but take care not to raise false hopes or make promises that perhaps cannot be kept.

2.7.7. Closure

Summarise what has been discussed, summarise the action points that have been agreed & write in the appraisal form. The form needs to be done of maximum 5 days after the meeting. The final version should be shared and agreed between both parties and then with the HR team.

2.7.8. The Performance Appraisal Form

The performance appraisal form consists of:

- Performance against Objectives
- New Objectives
- Learning and Development Activities
- Future Learning and Development Plan
- Summary of Overall Performance
- Job Description
- Continuous Management and Development

Chapter Three

Research Design and Methodology

In this study descriptive survey research design was used by using both qualitative and quantitative method. This design is particularly important for the study because it helps to describe and interpret the actual events that exist in present and will exist in the future and have influence on the present performance management system of HelpAge International Ethiopia Office.

According to Cohen, Anin & Morrison (2005), descriptive research design is used to collect data from population. In addition to this by using descriptive research method it is easy to various forms of data as well as incorporating human experience which enable the researcher to look the study in so many various aspects and it was provide bigger overview about subject matter. It also gives room to use both quantitative and qualitative data in order to find solution to specific study. This in turn will help to describe and give an answer to certain life experience.

3.1. Research Design & Approach

The study used a single case study approach, which involves the study of an issue explored through one or more cases in bounded system. More specially this study used an instrumental case study approach, herby the researcher focuses on a specific topic, and then chooses a bounded case which allows for a rich understanding of the topic (Creswell, 2007, P74)

3.2. Data Source

Data were collected both by primary and secondary data collection method. Primary data was collected from HelpAge International staff working in Ethiopia through questionnaire, interviews and focus group discussion. Various published and unpublished related literatures, performance management system policy and procedures of HelpAge International were used as secondary data source.

3.3. Sampling & Sampling Techniques

The organization chosen is an international non-governmental organization that the author is personally familiar with and is one in which performance management has been identified as a problem. This organization is a prominent international non-governmental

organization in different sector i.e. emergency, humanitarian, health & HIV AIDS. It has operation all over 70 countries .However; the organizations uses partners from the countries receiving aid co-implement programs created in Ethiopia. This organization is just over 30 years old and Ethiopia office has total of 25 employees.

Due to the nature of the organization, each employee were interviewed and fill questionnaire that was prepared for Managerial & non-managerial employee, allowing a purposeful Maximal sampling “which is viewed as a superior approach to sampling when doing a single case study. ,as it allows for multiple perspectives on the same point (Cresswell,2007,p.74) Thus HelpAge International have 298 staff all over 70 countries from which 163 program staff and 135 support staff these study focus on Ethiopia and performance management system all over HelpAge office in any country use the same policy and procedure so the researcher use purposeful maximal sampling which is superior approach for doing single case study from office have different branch at different countries geographically scattered and have the same mission the sample size consist of 25 employees (3 managers and 22 staff).The first interview was conducted with the organization country director the views of those with a more strategic perspective .The subsequently as this is the only strategy based position in the small organization and the interview protocol adapted to individual position.

The questioning of management was intended to help gather the views of those with a more strategic perspective. The subsequent interview was conducted with non-managerial employees. These two categories of interviewees were chosen to provide potential contrasting views of the performance appraisal system within the organization, which would not only help to increase the understanding of these complex topics being studied but also help to increase the validity of the result gained.

3.4. Procedure for Data Collection

Data were collected primarily through interviews questioners and focus group discussion & all the interview and questioners correspond to aspects found in the literature on performance appraisal systems. The question was design to develop insight in to INGO performance appraisals. To further gain insight to functionality of the performance appraisal system being used, probes addressed accountability in inward directions.

Secondly the researcher was used performance management handbook of the organization.

3.5. Instrument of Data Collection

3.5.1. Questionnaire

For gathered primary data close and open ended questionnaire were develop and distributed to the employees of HelpAge International Ethiopia Office who work in different support and core process. The reason for using questionnaire is responses are gathered in a standardized way, it is more objective certainly more than interviews. Generally it is relatively quick to collect information using a questionnaire.

After develop the questionnaire it was given to work group under management team for pilot test. This team was selected because they are members of the performance management system and it believes that since they have adequate knowledge of subject matter and they are highly involve in building and implementation process of performance management system and based on the response gained the researcher was checked the reliability of questionnaire.

3.5.2. Interview

In addition to the questionnaire structured interview were prepared and conducted for three managers and one country director of the organization. Therefore the researcher belief that conducting interview helps to understand practical implementation of performance management system in HelpAge International Ethiopia Office.

3.5.3. Focus Group Discussion

In every organization the mission, vision and strategy expect to be shared and understood by all members of the organization. In order to assess this focus group discussion was made with five employees of HelpAge international Ethiopia Office who are finance, HR, Program and Management. The researcher was used this method for checking whether the vision and mission of HelpAge International Ethiopia Office is understand by all staff members and also it will help to know their understanding of performance management system which is implemented by HelpAge International Ethiopia Office.

3.5.4. Procedure for document Analysis

In order to understand the subject matter different published and unpublished document was reviewed by the researcher. Furthermore, annual reports, performance management system procedure of HelpAge International Ethiopia Office was assessed to better understand how HelpAge International Ethiopia practical implemented the performance management system, how they understand the system, how it is customize to HelpAge International Ethiopia Office ,what challenges face will all the process and how they plan to manage the challenges in future to enhance individual, unit and organization's performance for the successful implementation of organizational vision and mission.

3.6. Procedure of Data Collection

The data gathered from questionnaire was summarize and analyzed by using descriptive statistics frequency and percentage. Then the data was describe using table and code using scientific statistical data analysis software specifically Epi-info. The data gained from interview and focus group discussion was analyzed contextually as per the basic research questions.

3.7. Ethical consideration

The research is designed not to adversely affect the moral and the status of the respondents as well as the reputation of the organization. When conducting the study, this research doesn't violet the privacy of the employees and also keep the data obtain from the organization and respondents as secret.

CHAPTER FOUR

Data Presentation, Analysis & Interpretation

General

In these chapter data collected through questionnaire, interview, focus group discussion and document review presented, analyzed and interpreted in a brief and organized way.

Among the distributed questionnaire, 25 have been collected and this makes the response rate to be 100%. In order to increase validity of the information obtained, interview were made with the performance management team leaders and with higher executives of country director of the office. In addition focus group discussion was made with five support staffs and middle level managers. The basic reason for using interview and focus group discussion is to have clear information and to triangulate the data gathered through questionnaire.

4.1 Demographic Information of Respondents

In this section, the general background the respondents of the study is summarized by focusing their gender, age group, educational status, years of service and category of position classification

When we see the category of position classification the larger share of respondents goes to professional and other support staff members which is 20 in no (80%) and 5 (20%) respectively. This shows that since the HAIEO has majority of professionals it will be easy to transform the knowledge and skill they have to their partner who needs their consultancy service.

Table 1 Characteristic of Respondents

Gender		
	Frequency	Percent
Male	18	72.0%
Female	7	28.0%
Total	25	100%
Age Group		
Less than 20		
20-29	2	8.0%
30-39	11	44.0%
40-49	5	20.0%
50 and above	7	28.0%
Total	25	100.0%
Educational Status		
Certificate	3	12 %
College Diploma	2	8%
BA/B.Sc. Degree	8	32%
MA/M.Sc. Degree	11	44%
PhD	1	4. %
Total	25	100%
Year of service in HAIEO		
Less than 1 year	6	24.0%
1 to 3 years	7	28.0%
3 to 6 years	6	24.0%
6 to 9 years	4	16.0%
More than 9 years	2	8.0 %
Total	25	100%

Among the total respondents i.e. 25, 18 (72%) of them were male and the remaining 7 (28%) were female. This shows number of female staff is less by 44% from the number of male staff.

Regarding age group of respondents, the larger portion of the respondents that is 11 (44%) falls within the age group 30-39, Age group from 50 & Above and 40-49 hold 7 (28%) and 5 (20%) number of respondents respectively. Respondent's age group 20-29 contain the least number of respondents which are 2(8%).

From this data HAIEO is filled with more experienced and middle age, energetic and productive manpower that can be able to transform the mission and vision of the organization into reality.

Concerning educational status of the respondents, staff who are MA/MSc graduates have the largest portion which is around 11(44%), among the total respondents, 8 (32%) of them have BA/BSc and the rest of respondents which is 3(12%), 2(8%) & 1(4%) are graduated certificate, college diploma & PhD respectively.

From the above table the fact that almost all respondents being educated in different levels it is believed that they can easily understand the questionnaire as desired by the researcher.

Based on the data collected through questionnaire, the large portion of respondents 7 (28%) fall within the range of 1 to 3 years' service in HAIEO, the second highest percent 6(24%) and 6(24%) of the respondents have less than 1 year service and 3-6 years of experience, 4(16%) respondents fall within range 6-9 years' experience, 2(8%) respondents have more than nine years' experience in HAIEO.

These combination of respondents were good enough in finding the accurate information because the majority of respondents have 1 to 9 years of experience in HAIEO, which is more than one year from which performance management system was fully executed and this gives them an opportunity to reflect their opinion on the achievement obtained by HAIEO and clearly understand the current performance management system practice of

HAIEO to identify the weakness and strengths of the system by comparing the previous and the current status.

In general the above table which is characteristics of respondents shows that the study is represented by those who are qualified in understanding questioner as well as subject matter. Most of them are younger and middle age which helps them to respond their true feeling without fear of losing their job and those who have an experience of more than one year in HAIEO again which helps them to understand the practice of performance management system which is implemented in HAIEO. As a result the study is well represented by the respondent which helps the opinion of all which assures the accurate data have been secured from the respondents of the sample size.

4.2. Analysis and interpretation of implementation of PMS in HAIEO

4.2.1 Clear definition and purpose of PMS

In order to assess whether HAIEO defined it and listed out its purpose in a way it should be whether employees are clear about the whole concept of PMS the following questions were forwarded to the selected respondents as the attendants of interview and focus group discussion and their response is analyzed and interpreted as follows.

Table 2 clear definition of PMS in HAIEO

	Frequency	Percent	Valid percent
Yes	16	64.0%	
No	9	36.0%	
Total	25	100 %	

Respondents were asked to their opinion if HAIEO clearly defined the concept of performance management system. Consequently 64 % of the respondents 16 in Number replied that PMS clearly defined in sense of developing the performance of individual and team in order to enhance the capacity of the organization 9 number of respondents (36%) the rationale behind performance management system is not clearly defined by the organization.

In different literatures it is clearly stated that performance management is all about setting up shared understanding of what to be achieved at an organization level. It involves the

alignment of organizational objectives with the individual agreed measure, skills, competency requirements, development plans and the delivery of results. The focus is on performance improvement through learning and development in order to achieve the overall business strategy of the organization. But in contrary the above data shows us even though more than half respondents clear about what PMS means but this is not enough for HAIEO to make its employees more focused on their performance and have the same understanding on the essence and purpose of having performance management system in the organization.

Table 3 Awareness of the purpose of PMS

	Frequency	Percent	Valid Percent
Yes	14	56.0%	56.0%
No	11	44.0%	44.0%
Missing	0		
Total	25	100%	100%

Regarding employees awareness on the purpose of performance management system respondents confirmed that 14 (56 %) of respondents were clearly aware of the purpose of PMS goals of enhancing the ability and capacity of individuals, and 11 (44 %) have no clue about its purpose.

In order to check the main purpose on using performance management system at HAIEO ,almost all respondents replied that HAIEO had introduced PMS to get a better result, to establish a culture where individuals and groups take responsibility for continuous improvement in the organization, to provide employees with information about how they are perceived in the organization and where they stand and determine who gets promotion and salary increment. This was also confirmed during the interview session.

In addition almost all of the respondents answered that based on their performance they have been given annual salary increment and training or induction have been given to improve their poor performance.

On the other hand the data gathered from focus group discussion revealed that even though more than half respondents are clear about the purpose of the system there is a big confusion

on the starting and ending phase of PMS. They only are doing it because the organization says so. Performance management system is used to get the team members to achieve the organization objective, improve overall organization effectiveness, develop performance capabilities, review and assess departmental and individual performance. However the above data clearly shows that HAIEO did not give much emphasis on the support staff to make them understand the main purpose of having performance management system and it can be said that employees are not the same track of understanding the system.

Table 4 Awareness On The Strategic Objective Of HAIEO

No		SD		D		NAD		A		SA	
		F	%	F	%	F	%	F	%	F	%
1	Knowledge of strategic objective of the institute	8	32.0%	3	12.0 %			10	40%	4	16%
2	Understanding of work unit strategic objective clearly	9	36.0%	4	16.0%	1	4.0%	6.	24.0%	5	20%
3	Alignment of individual goal and organizational goal	10	40.0%	2	8.0%	4	16.0%	6	24.0%	3	12.0%
4	Attainability and realistic of work unit's objective	1	4.0%	3	12.0%	4	16.0%	14	56.0%	3	12.0%
5	Clear understanding of the expected responsibilities	3	12.0%	2	8.0%	2	8.0%	12	48.0%	6	24.0%

SD= strongly Disagree D= Disagree, NAD= Neither Agree or Disagree, A=Agree, SA= Strongly Agree

Concerning the question on the awareness of strategic objective of the organization 10(40%) agree on the issue, 4(16%) strongly agree on their clear knowledge of mission and vision of HAIEO. on the other hand 8(32%) and 3(12%) they did not have any information about objective and existence of HAIEO.

Management of the organization tacks responsibility to enable employees to perform their roles to best of their ability which are directly derived from the strategic objective of the organization would like, they should be well informed about where the organization would like to go. From this the majority of the respondents know mission, vision and desired goal of HAIEO but it is not still quite enough for the effective realization of its objective because when it comes knowing where the institute would like to go everybody should talk on the same language. This lack of awareness about the strategic objective might due to communication gap in the organization.

Regarding respondent's knowledge about their business process/work unit strategic objective, 9(36%) respondents strongly disagree on their knowledge of work unit objective, 4(16%) of them disagree and the remaining 6(24%), 5(20%) and 1(4%) respondents strongly agree, Agree and neither agree or disagree respectively. From these it can be witnessed that the majority of them are not clear on the contribution of their work unit for the whole pictures of HAIEO but still 48% of respondents know where their work unit striving to go. As a result this will affect the performance of their work unit as well as the organization as a whole since they have no clue what is expected from their and work unit.

On the subject of believing their work unit is realistic and attainable, even though 14(56%), &3(12%) respondents strongly agree, and agree respectively on the fact that their work unit objective can be attained if they work hard, but quite 4 (16%) of respondents have no idea whether it can be achieved or not and yet 1(4%) are totally disagree and believes that it is not easy to make it realistic as it seems on paper.

Here also the data shows that even if 68% of the respondents are clear about their work unit but for those who do not agree attainable rate of their work unit objective it will be a disaster for HAIEO to have an employee who thinks his/her department will have a significant contribution for the overall development of the organization.

The last question on this category focuses on the level of agreement of respondents regarding their responsibility. As a result 12(48%) respondents are strongly agree on their awareness of their responsibility and the expectation of HAIEO from them, the majority of respondents which 18(72%) also replied that they know what they have accomplish. On the contrary 7(28%) ,respondents are not clear about why they are employed in HAIEO which reveals there should be done to make them to know the contribution gained from their job and the expected output from their job and the expected output from their responsibility for the successful realization of HAIEO's mission and value as well as for their personal development and growth

This question was also forwarded to attendees on focus group discussion and from discussion the researcher understand that some of them are clear of their work about the major objective of their work unit as well as their responsibility and for some of them even though they know what they do in the organization but they did not certainly believe on the impact of their work unit on the performance of HAIEO.

In order to have a successful performance management system and also in order to achieve the desired goal of the organization, organization goal should be cascaded to departmental and individual level of goals so as to align it properly by revising the job description of each job thoroughly.

4.2.2. Performance planning

Performance planning is a stage where the supervisor and the employee meet together to discuss and agree on what will be done for the future and how it should be done .With this in mind the researcher tried to assess employee’s opinion on the first phase which is performance planning and the response is analyzed and presented as follows.

Table 5 Respondent’s Opinion on performance planning

No		SD		D		NAD		A		SA	
		F	%	F	%	F	%	F	%	F	%
1	Discussion between employees and supervisors while setting goal	8	32%	3	12%	4	16%	9	36%	1	4%
2	Clear understanding of supervisor’s expectation from employee performance	5	20%	5	20%	7	28%	6	24%	2	8%
3	Agreement between supervisors and employees about the standards for evaluation	7	28.0%	3	12.0%	9	36.0%	5	20.0%	1	4.0%
4	Agreement on individual development plan	8	32.0%	4	16.0%	7	28.0%	5	20.0%	1	4.0%
5	The alignment of the individual goal with the strategic goal with the strategic goal of the work unit	6	24.0%	5	20.0%	7	28.0	5	20.0%	2	8.0%

SD= strongly Disagree D= Disagree, NAD= Neither Agree or Disagree, A=Agree, SA= Strongly Agree

On the first question respondents were asked about the practice of goal setting in HAIEO and the largest share which is 11(44%) and 4(16%) respondents replied that they are not participants of goal setting while planning their performance goals and they are neutral about

the subject matter respectively. In addition among the respondents 10(40%) agree on their participation on performance planning. During focus group discussion this was also revealed that they did not set goals jointly with their supervisor.

According to the literature performance planning is a process by which the manager and the employee get together for discussion to set goal which will be performed by the employee with a specific period of time. It is the first cycle where employees will be able to have a clear knowledge about the system. It is a stage where supervisors and employees meet to discuss and agree on what it is to be done and how it is to be done by combining the result, behavior and development plan. If goal setting is not part of a performance management process the employee will end up on spending time on activities that does not contribute a lot for the organization and also the employee. Hence making employees to participate in performance planning and setting goal will increase their performance because they will develop a sense of ownership for the work they have agreed on.

The next question which was forwarded to respondents was about their awareness on the expectation from their performance. As a result 8(32%) of respondents agreed that supervisors informed them their expectation from them. 7 (28%) remain neutral and 10(40%) replied they did not know about the expectation of their supervisor from their performance. From the response a large number of respondents have negative agreement. However; performance expectation of the institute from each individual should be communicated well and should understand equally by all level of employees from the higher to the lower position.

Respondents of the study were also asked about their level of agreement whether they reached to an agreement with their supervisor about the standards that will be used to evaluate their work. Accordingly, majority of respondents which is 10(40%) replied disagree and strongly disagree, 9(36%) neutral and a total of 6(24%) strongly agree and agree on their agreement with their supervisor regarding standards used to evaluate their performance.

In this regard most of the literatures argued that standards are fair, it should be specific and as measurable, it should be clear standards and it is to be accomplished by specific date, it should be periodically evaluated and changed if necessary.

Criteria should be consistent with the institutional requirement, communicated well, should be uniformly applied and developed with the active participation of employees. However, from the respondent's response it can be understood that the awareness of the evaluation criteria are not the same in all employees.

The fourth item was about the agreement between supervisor and employees regarding the development plan of employees. As a result 6(24%) agree on their agreement on individual development plan, 7(28%) of respondents neither agree nor disagree and 8(32%) and 4(16%) of them strongly disagree and disagree on the subject matter respectively. Having an agreed development plan used to enhance the knowledge, skill and attitude of an employee to increase his/her performance to execute the day activities effectively and efficiently as per the desired goal. The data discussed above shows that HAIEO did not work enough to seat individual's development plan and help them accordingly.

The last category is the attitude of employee's in the performance planning category It is the attitude of employee's regarding their performance goal in achieving the strategic objective of the work unit as well as the organization. As a result 5((20%) respondents agree,2(8%) strongly agree,7(28%) neutral and among respondents 11 (44%) of them disagree on it. This clearly shows close to half of the respondents think that the performance goal seated for work unit or individual is not aligned with the strategic goal of the organization.

This is a huge mess for the organization because in order to achieve its mission and vision of the organization employees must believe their work make a difference in every aspect of the work unit and the organization's move.

4.2.3 Performance execution

Performance execution is getting the job done in order to get the desired objectives and effective and efficient way. Therefore, in order to gather data regarding the process of performance execution respondents were asked the following question to see their level of agreement and disagreement.

Table 6 Respondent's Opinion on performance execution

No		SD		D		NAD		A		SA	
		F	%	F	%	F	%	F	%	F	%
1	Provision of sufficient resource to execute the expected job	3	12.0%	3	12.0%	2	8.0%	10	40.0%	7	28.0%
2	Regular feedback about the performance of an employee	4	16.0%	5	20.0	10	40.0%	5	20.0%	1	4.0%
3	Provision of up to date information about a change in organizational goal	9	36.0%	4	16.0%	5	20.0%	6	24.0%	1	4.0%
4	There is support from supervisors whenever there is a challenge	8	32.0%	6	24.0%	4	16.0%	5	20.0%	2	8.0%

SD= strongly Disagree D= Disagree, NAD= Neither Agree or Disagree, A=Agree, SA= Strongly Agree

Participants of the study were asked about the resource provided to them to execute their job and they provided their answer as 10(40%) agree, 7(28%) strongly agree, 2(8%) neutral, 3(12%) strongly disagree, 3(12%) disagree. In this regard almost 68% respondents got the necessary resource and the rest do not have enough and HAIEO do not work on it in a better

way because without financial, material or human resource it is impossible for a person to discharge the expected responsibility.

Regarding the regular feedback about employees' performance the researcher forwarded a question to see the respondents' level of agreement. In addition to questionnaire the question also raised on the interview. The result gained from the interview shows that there is a meeting weekly, monthly, quarterly and annually basis to assess the performance of employee which includes a feedback from supervisor and peers in a team. However, the data gathered from questionnaire and focus group discussion was bit different. 9 (36%) of the respondents which is replied that they do not get any feedback on how they have improve their weakness and keep up their strength from anyone. Among the respondents 10(40%) of them were neutral which show they have negative attitude on the issue and the rest 12 (48%) of agreement as strongly agree and agree. From the focus group discussion the researcher also get similar response gained from the questionnaire.

As most authors agreed providing feedback is the most common justification for an organization because employees learn how well they do the task over the period and then use the information to improve their performance in the future. Therefore from the above data the researcher believes there is a significant gap between the management and employees on the way they think giving feedback regarding employee's performance regularly.

Respondents were also asked about their awareness on any changes in organizational goal and 7(28%) of respondents are agreed that anytime there is a change they are informed and their unit individual goal cascade from the new organizational goal whereas 5(20%) of respondents seem neutral and 13 (52%) totally disagree from the previous ones. This analysis shows that there is no uniform practice all over the organization because some of them are informed and some of them are not informed and these affect the performance of the organization because the organization goes in one direction whereas individuals go in another direction.

For the question raised by researcher regarding the support from supervisors whenever employees face challenges, 7(28%) believe that they have got the necessary support from their supervisor while they face challenges in their day to day activities and 14(56%)of the

respondents did not get the proper support they deserve from their supervisor or peers. The remaining 4(16%) would like to be neutral.

This result show that in most department or units employees do not get adequate support which help them to perform in a better way and contribute for the development of the organization. The main aim of having a supervisor in an organization is to supervise the work that should be done and so support his/her subordinate in every aspect for smooth accomplishment of the day to day activities .However, from the data anyone can see that employees are not going desired support they should get from their supervisors.

4.2.4. Performance assessment

Performance assessment is a process of evaluation the extent to which the desired behavior and results stated in the performance planning stage have been achieved during the specific period of time. Thus, in the following table the data gathered from the questionnaire will be presented whether HAIEO is conducting the assessment stage correctly or not.

Table 7 Respondents opinion on performance assessment

No		SD		D		NAD		A		SA	
		F	%	F	%	F	%	F	%	F	%
1	There is a chance to assess own performance (self-appraisal method)	8	32.0%	5	20.0%	5	20.0%	4	16.0%	3	12.0%
2	Before rating the performance supervisors gather information from peers	7	28.0%	7	28.0%	3	12.0%	5	20.0%	3	12.0%
3	Biasness of supervisors while assessing subordinates performance	8	32.0%	4	16.0%	5	20.0%	5	20.0%	3	12.0%
4	There is a discussion with supervisors to review performance	5	20.0%	7	28%	7	28%	4	16%	2	8.0%

SD= strongly Disagree D= Disagree, NAD= Neither Agree or Disagree, A=Agree, SA= Strongly Agree

7(28%) respondents replied that they have given a chance to assess their own performance in a self-appraisal method based on the agreed plan, 5 (20%) were indifferent and the rest 13(52%) were not agreed on it.

According to the literature if both the employee and supervisor have a chance to make an assessment and have meaningful dialogue about the expected result it will be easy for manager to assess honestly and ethically how well an individual have done the task .

Employee participation in the assessment stage will result with provision of relevant information ,ensures buy-in from the users of the system, reduces fears and anxieties, reduces resistance to change, and generates commitment to the system. In this regard HAIEO has done a lot but still is not enough to make performance management system process smooth and free from bias.

2nd question about peers information showed while evaluating an employee .Consequently 14(56%) of respondents replied that their supervisor did not ask their peers opinion about their performance, 3(12%) have no idea whether there is such practice or not and 8(32%) of respondents witnessed that there is a practice of asking peers' opinion before rating an employee's performance.

The data gathered from interview showed that as a procedure there is a 360^o feedback collection policy use is as an input for rating employee's performance and the management would also be believe this has been done in every department before performance assessment and rating had been done.

Based on literature 360 degree feedback broadens the perspective evaluation on individual by using multiple data source which helps to find the results more compelling than a traditional evaluation from single managers perspective ,improve staff performance and ensure business objectives are attained and identify areas of concern which require management's attention .

The accuracy of the evaluation is dependent on the quality of data gathered .Performance data is obtained through observation of behaviors or ,less ideally ,by inferring behaviors through knowledge of results . With this in mind the above data show us there is lack of uniformity within departments in HAIEO on using 360 degree feedbacks on the practice of evaluating employees for the performance they have shown during specific period. (wise & Buckley, 1998) and (Smith,2000).

3rd Question of the above table is concerning the rating errors which lead a supervisor to be biased. Thus, a total of 8(32%) of respondents agreed on supervisors biased, 5(20%) seems to be indifferent and 12(48%) disagree with the idea. Here 32% of respondents believe that their supervisors are biased by different reasons when they assess employee performance. In literature we can find different kinds of rating errors and among them. (Antonioni & Park, 2001).

The inclination to rate people in the middle of the scale an initial positive or negative judgment by supervisors which distort the real performance, generalizing one aspect of an individual differences are the most usual errors that make a supervisor to be biased on individual performance. Therefore, from this aspect and from the data shown about HAIEO has done not much eliminating these errors.

The last question focuses on the discussion between supervisors and employees after assessment 6(24%), 12 (48%) and 7(28%) Agree, disagree and neutral respectively. From the data above 6(24%) of them agreed that after assessment has been made & they have a discussion with their supervisor on the exhibited performance to be base for the next performance but 76% of them have not discussion with supervisor..

From these the above data clarifies as HAIEO still has done little in creating a culture of giving feedback toward goals and coaching to improve performance appraisal period .Feedback toward goal and coaching to improve performance should be provided on a regular basis and certainly before the review cycle is over.

Most importantly giving feedback allows employees to be informed about how well they are doing to receive information on specific areas that need improvement and to learn about the organizations and supervisors' expectations and what aspects of work the supervisor believes are most important.

Getting feedback will let employees to know how they are performing and they also can clearly know what they all are trying to attain the strategic objectives that satisfy the vision and mission of the organization.

4.2.5 Performance review

On the other hand performance review is the meeting between the supervisor and the employee to review their assessment and to be on the same page about the employee's performance. This meeting is usually called the appraisal meeting or discussion. The appraisal meeting is important because it provides a formal setting in which the employee receives feedback on his or her performance .Hence, the researcher tried to forward the following question regarding performance review and found out the result which is presented below.

Table 8 Respondent's Opinion on performance review

No		SD		D		NAD		A		SA	
		F	%	F	%	F	%	F	%	F	%
1	The discussion is focused on the contribution and on a continuous development	8	32.0%	4	16.0%	7	28.0%	5	20.0%	1	4.0%
2	The objectives of performance review is to motivate employees	6	24%	3	12%	9	36.0%	5	20.0%	2	8.0%
3	PMS in HAIEO brings massive work and consumes much time	12	48.0%	7	28.0%	2	8.0%	2	8.0%	2	8.0%
4	The introduction of PMS creates confusion	9	36.0%	5	20.0%	9	36.0%	1	4.0%	1	4.0%
5	PMS is a tiresome process	10	40%	7	28.0%	2	8.0%	3	12.0%	3	12.0%
6	PMS is important for the success of individual and HAIEO	2	8.0%	1	4.0%	1	4.0%	3	12.0%	18	72.0%

SD= strongly Disagree D= Disagree, NAD= Neither Agree or Disagree, A=Agree, SA= Strongly Agree

Concerning the first question on the above table among the total respondents 6(24%) agreed on that the discussion they have with their supervisors is clearly focused on the contribution they made, capability they had and the weakness they faced which needs to be adjusted for the continuous development.

7(28%) of them would like to be neutral which leads to say they do not have discussion with supervisor and rest 12(48%) of respondents totally disagree on the issue. According to literatures when having a performance review discussion, it is best to keep the discussion focused on the individual's performance which leads him/her to perform better in the future. Here it can be seen that even though some of the respondents supervisor have done a tremendous job by emphasizing their discussion for the intended purpose, there are still most of them who makes the discussion irrelevant which cannot be able to pinpoint the possible strengths to keep it up and weakness to propose solution yet. Some of them are not willing to conduct discussion at all.

The next four question of the above table focuses on employee attitude towards the existence of performance management system in HAIEO .The result shows that even if most of the respondents are in favor of having such kind of system for the development of individuals, teams and organization but some of the respondents have a negative attitude about introduction and practice of performance management. They do not believe that first its objective is to motivate employees and to serve as two way communication rather it is implemented.

For a system to be effective the attitude of its implementers is the most important input Without believing and taking the ownership of a system it will be difficult for an organization to get the desired output from the system. A lot has to be done changing the attitude and perspective of employees toward the system because it will be very difficult to get desired objective having let alone.

Finally respondents were asked about the major challenges they have faced while implementing performance management system which is introduced by HAIEO. The majority of the respondents have faced similar challenges which are cascading the objective of the organization to department and individual level, planning list of activities which

should be performed over the period, performing the planned assignments while executing performance due to unplanned activities, preparing reports which takes much of employee's time about the works that have been done, being confused about the whole system, lack of higher officials and supervisors commitment to support employees to perform better, lack of timely feedback about strength and weakness of an employee.

Chapter Five

Summary, conclusion and recommendation

This Chapter focus on summary of the major findings of the research question, conclusions and recommendations forwarded in light of the relevant literature developed by scholars and responses of research participants.

5.1. Summary

The main objective of this study was to assess inward accountability practice and challenges of performance management system in HelpAge International Ethiopia Office .

To collect data ,25 questionnaire copies were distributed by purposeful maximal sampling which is superior approach for doing single case study from office have different branch at different countries geographically scattered and have the same mission the sample size consist of 25 employees (3 managers and 22 staff),out of which all questionnaires were collected. Furthermore, interview and focus group discussion was also made with staff members.

The data collected from target respondents through questionnaire was compiled and summarized by using epi-info statistical software. The variables were analyzed using frequency counts, and percentages. Finally, information obtained through open ended questionnaire, interview, focus group discussions and document review were thematically analyzed and interpreted.

Major Findings

According to data analysis presented in previous chapter, there were both positive and negative findings concerning the implementation of the performance management system, work units and employee's awareness about vision and mission of the organization and employee's awareness on individual responsibility and organizational expectations.

On the other hand the adverse findings obtained from respondents that need the attention of HAIEO are discussed as follows

- Most of the respondents affirmed that individual goal were not fully aligned with organizational goal
- Respondents especially from support staff claimed that they were neglected in informing the purpose and process of performance management system
- Employees replied that there is limited participation of employees in performance planning which leads to negative attitude for sated plan
- From the study it was also identified that some of the respondents did not have a chance to jointly agree on standards of performance measures with their supervisors which help them to know with what rate they are going to be assessed
- Employees are not equally informed when there is a change in organizational goal which affect their work unit and individual goal and their goal is not adjusted too according to the new organizational goal the analysis shows that 52% not informed,20% neutral and 28% informed
- Majority of respondents declared that they did not get a chance to assess their own performance and have a discussion with their supervisors to see where they stand in their own eyes
- There is lack of uniformity in gathering information about employee's performance from different sources such as peer evaluation and 360 degree feedback before making an assessment. This means some departments strictly follow the process of gathering information about an employee through different sources but some of them did not start yet

1.2. Conclusion

Performance management process for setting up shared understanding of what is to be achieved at an organization level. It involves the alignment objective with the individual agreed measures, skills, competency requirements, development plans and the delivery of results. The focus is on performance improvement through learning and development in order to achieve the overall business strategy of the organization. Performance Management integrates a multiple of elements that contribute to effective management of the human resource.

Performance management is a systematic process which a manager can use to get the team members or employees to achieve objective and targets, improve overall team effectiveness, develop performance capabilities, review and assess organizational and individual performance.

Effective performance management requires identification of tasks and accountabilities, definition of competencies necessary to be successful in a position, ensuring that team members have required competencies ,providing timely feedback on how effectively the team members applying their respective competencies to accomplish their tasks and achieve the goals. In the event performance does not meet established requirements the manager must understand the perspective process and methods that can help to improve employee's performance

From this study, it has been noted that HAIEO has not fully consider the importance of involvement of employees in performance planning process of performance management system. Limited access of setting an individual development plan, lack of alignment of individual /work unit performance plan with strategic plan of the organization.

Concerning the practice of performance assessment in HAIEO problems like rating employees based on things that they were not informed about, inaccuracy of rating received, inability of employees to assess their own performance and have a discussion with their supervisor which helps them to evaluate them where they are and where they want to be in the future and high level of bias from supervisors were identified the major gap.

Furthermore, failure of having software which helps to have information about employees performance and reporting their status as well as automating the performance management system at this stage is another problem.

Regardless of the above cited weak points on planning, assessment, performance measure and automation, the accomplishment observed on remaining areas such as well-defined mission, vision and core values, well defined performance management system.

As a result considering the fact that regardless of the type ,size and objective of an organization performance management system all over the world which helps the organization ,team and individual to be more effective in their day to day activities to bring about the desired objective and for the successful growth and development of each, one can conclude that even though HAIEO has some good qualities in implementing performance management system but a lot should be made in making the performance management system to be more useful for the organization.

5.3. Recommendations

In considering the major finding of the study and the conclusions drawn, some efforts were made to forward possible recommendations by the researcher for the attainment of a better result out of the performance management system in HAIEO

1. In order to have a successful performance management system and also in order to achieve the desired goal of the organization, organization goal should be cascaded to departmental and individual level of goals so as to align it properly by revising the job description of each job thoroughly
2. Performance planning should not be always a sole activity of supervisors and higher officials but include the active involvement of employees during design and implementation of the plan as it is a crucial element of performance management system to ensure success. In addition ,HAIEO have to create a situation where employees can prepare their own SMART goals, participate in the discussion and to take ownership of the plan agreement
3. To change the attitude of employees about the implementation and process of performance management system, HAIEO have to organize a training for employees to know about the benefits of performance management system, why evaluation is needed, for what purpose does it serve , evaluation procedures ,components and instruments of the process of performance management
4. When it comes to managing the performance of employees all staffs have equal stakes of responsibility and accountability to development of organization, as a result HAIEO should also give attention to support staff by making them aware of purpose

and process of performance management system to participate efficiently in the system

5. The organization should create a room for the practice of setting goals and standards of performance measures on the basis of mutual agreement between employees and supervisor which they are evaluated. The acts of jointly setting goals and standards provide a clear direction in the form of increasing effort, persistence towards goal accomplishment and have some motivational benefits.
6. HAIEO have to create an opportunity for employees to set their individual plan with agreement of their supervisor as they are directly responsible to execute a realistic attainable development plan to achieve the desired goal. Establishing individual development plan also help employees to capacitate their skill and knowledge before or during execution of performance to minimize the information and knowledge gaps which will be exhibited during performance assessment
7. Whenever there is a change in organizational goal each and every one of the staff starting from the lower level to the higher level positions have to be informed about the change and accordingly adjustment should be made by cascading the new organizational goal to the goal of departments and individuals.
8. In the performance assessment part, HAIEO should let employees to know what is to be assessed and how it is to be assessed which must be within the control of and employee and on the agreed point during planning stage. This help to reduce employees' defensive behavior not to accept the evaluation result because the evaluation is based on what they are accountable for.
9. HAIEO have to fully implement the practice of self-appraisal and peer appraisal across the employees. Literatures suggested that it is good to have multiple sources to gain accurate information about an employees performance rather than sticking only with supervisors feedback while rating. This helps the organization to have more sources of information about an employee performance to build on the strength and compensating for the observed weaknesses.
10. In order to have sufficient information about employees performance and reporting their status as well as to have the expected output on performance information reporting and utilization, HAIEO have to have performance management software to

make the process more flexible , reliable and also to reduce the possible bias from supervisors

11. Finally, through some elements of personal biases are inevitable, the institute should work hard to eliminate factors that lead supervisors to be biased while rating employees performance and HAIEO should make the evaluation criteria to be very objective and conduct the evaluation at the right time.

In general, it is advisable for HAIEO to sustain all its current strengths and improve its limitations mentioned above to challenge future uncertainties.

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Annex 1- Questionnaire



St. Mary University

Department of Business and Economics

Questionnaire to be filled by Employee of HelpAge International Ethiopia Office

Name of Student: Etsegenet Tibebu

Dear Respondent

The purpose of this questionnaire is to collect primary data for conducting a study on the topic “performance Management and inward accountability practices, at HelpAge International Ethiopia Office” as partial fulfillment to the completion of master’s program in Business Administration (General MBA) at St. Mary’s University. In this regard I kindly request your time to provide me with reliable information so that the finding of this study would meet the intended outcome. I strongly assure you for the confidential treatment of your answers. I would like to thank your voluntary participation for the success of my research study

Directions

- No need to write your name
- If you have any question, please contact me on 0914-050316

Part I General Information

1. Gender (A) Male (B) Female
2. In which age group do you Fall? _____
(A) less than 20 (B) 20-29 (C) 30-39 (D) 40-49 (E) 50 and above
3. What is your highest educational status:
(A) Certificate (B) College Diploma (C) BA/BSC Degree (D) Master’s Degree
(E) PhD (E) Other please specify

4. **Years of Service in HelpAge International Ethiopia Office (HAIE)**

(A) Less than 1 year (B) 1 to 3 years (C) 3 to 6 years (D) 6 to 9 years (E) More than 9 years

5. In which business process/work unit are you currently working?

6. What is your current position in the business process/work unit?

7. To which category does your position fall?

(A) Managerial (B) Supervisory/Team leaders (C) Professionals (D) Other Support Staff

Part II Purpose of Performance Management System

8. Are you clearly aware of the purpose of Performance Management system which is implemented by your organization?

(A) Yes (B) NO (C) Other (please specify)

9. If yes, what is the purpose of having performance Management System in HelpAge International Ethiopia Office

? _____

10. Do you think performance Management System is clearly defined in the organization?

(A) yes (B) No

11. If No, what do you think is the reason?

12. The purpose of Performance Management System applied in HelpAge International Ethiopia Office is to: (More than one answer is possible)

- (A) to get the better result
- (B) To establish a culture in which individuals and groups take responsibility for the continuous improvement the institute.
- (C) To provide employees with information about how they are perceived in the organization and where they stand
- (D) To determine who gets promoted and salary increment
- (E) To facilitate layoff or downsizing
- (F) Other _____

13. Based on your performance, what have been got? (more than one answer possible)

- (A) have received Salary increment or promotion
- (B) I have been demoted from the job I used to work
- (C) Training has been given to me to improve my poor performance
- (D) Nothing given to me related to my performance
- (E) recognition or Certificate

Part III Performance Planning and Execution

Note: Performance planning is a stage where the supervisor and the employee meet together to discuss and agree on what will be done for the future and how it should be done and performance execution is getting the job done by achieving the objectives. Therefore performance execution is getting the job done by achieving the objectives. Having this in mind please rate your level of agreement or dis-agreement for the following statements.

Answer key:

1=Strongly Disagree 2=Disagree,3=Nether agree or disagree 4=Agree 5=Strongly Agree

S.No.	Item	1	2	3	4	5
14	I know the strategic objective of the organization					
15	I am well clear about my business process/work unit's strategic objective					
16	My business process/work unit's goal is aligned with the strategic mission of the organization					
17	My individual goal is aligned with the strategic objective of my business process/work unit as well as the					

	organization					
18	My business process/work unit objective is realistic and attainable					
19	I am clear about what my job responsibilities are.					
20	In HelpAge International goal setting is carried out with the discussion between the employee and the supervisor					
21	While setting a goal my supervisor clearly tell me the expectation he/she has from my performance					
22	I am informed and reach on an agreement with my supervisor about the standards that will be used to evaluate my work					
23	My supervisor and I reached to an agreement about my development plan to enhance my performance					
24	The goals setted for me supports to achieve the strategic objective of the business process/work unit as well as the institute					
25	HelpAge International Ethiopia Office provides me sufficient resources to execute my job properly					
26	I have been received feedback about my performance from my supervisor regularly					
27	I always be informed about a change in organizational goal and the initial goal setted by me and the supervisor is also updated accordingly					
28	There is a midterm review between my supervisor and me regarding my performance in the past months					

Part IV Performance Assessment and Review

Note: performance Assessment is conducted with the interaction of employee and supervisor for evaluating the extent to which the desired behavior and results are met during the specific period of performance review. Based on these purposes please rate your level of agreement or disagreement for the following statements.

Answer key:

1=Strongly Disagree 2=Disagree,3=Nether agree or disagree 4=Agree 5=Strongly Agree

S.No	Item	1	2	3	4	5
29	you have been given a chance to assess your performance (self-appraisal methods) based on the agreed plan					
30	while assessing your performance your supervisor always gather information about your performance from your peers or subordinates					
31	When your supervisor assesses your performance he/she was biased by different reasons					
32	After assessment have been done you have a discussion meeting with your supervisor to review your performance					
33	The discussion you had with your supervisor is focused on the contribution you made, the capability you have and on your continues development					
34	In your opinion the objective of performance review in HelpAge International Ethiopia Office is to motivate employees, to encourage development and to serve as a two way communication about the roles and expectations					
35	Performance Management system in HelpAge International Ethiopia Office brings work load and time consuming					
36	The introduction of performance Management system changes the way you do your job hence, it creates confusion					
37	The existing performance Management System in HelpAge International Ethiopia Office is a tiresome process so it's better to have other simple tool					
38	Performance Management System is important for the success of the organization & employee, thus it is good to have					

39. Which of the performance management system do you find challenging and what makes it challenging?

1. _____

2. _____

3. _____

40. What are the major challenges you faced as a result of performance Management System?

Thank You!!!

Annex-2 Interview Guideline



St. Mary University

Department of Business and Economics

Interview Guideline

1. Do all employees informed about the mission and vision of the organization
2. Does specific job performed by an individual is linked with the strategic objective of the organizations?
3. Were employees of HAIEO properly communicated about performance management system, why it is needed by HAIEO, and the possible changes it could bring to the individual, the team as well as the organization?
4. Does the organization successfully handle the planning execution assessment and review processes of performance management system? If yes ,how and if not why?
5. What were the major objective/expected/ outputs set by HAIEO from performance management system
6. Does performance management system bring the desired outcome to HAIEO? If yes discuss how tangible results were observed?
7. Could it be possible to say that HAIEO has successfully implemented performance management system
8. Which of the four steps of performance management system did you find challenging? And why?
9. Do you have any other comments or suggestions regarding performance management system at HAIEO