



**ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES**

**A STUDY OF EMPLOYEES' PERCEPTION ON PERFORMANCE EVALUATION
OF ETHIO TELECOM CONTACT CENTER ADVISORS.**

**BY
AYALEW GIRMA**

**JUNE 2014
ADDIS ABABA, ETHIOPIA**

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**THESIS SUBMITTED TO ST. MARY'S UNIVERSITY, SCHOOL OF GRADUATE
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Approval

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APPROVED BY BOARD OF EXAMINERS

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Ayalew Girma

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ACRONYMS

BAPES: Best Advisor Performance Evaluation System

PE: Performance Evaluation

Abstract

The study was conducted in ethio telecom contact center. The main objective of the study was to evaluate employees' perception of performance evaluations in ethio telecom contact center using descriptive research design. It has made use of primary and secondary data sources and 178 employees were selected through Simple random sampling. A semi structured questionnaire has been used to generate the primary data from sample employees. The data was analyzed by making use of simple descriptive statistical tools with the help of SPSS software and presented by using tables, charts and graphs. The study discloses that the job objectives and organizational goals in ethio telecom are directly related to the current best advisor performance evaluation system. Sample respondents agreed that the current best advisor performance evaluation system is properly formulated to enable coaches to closely follow employees' performance and implement an appropriate coaching and counseling as a corrective action when it is needed. The survey result reveals that, most of the respondents have expressed their agreement with the idea that information generated through performance evaluation are used for providing feedback to employees so that they know their position relative to their fellow workers and try to improve their weakness. It was indicated that, majority of respondents have confirmed the presence of clear performance evaluation objectives. In contrast, a significant proportion of the respondents indicated that the best advisors evaluation system doesn't reinforce the translation of overall goals of the company into specific job objectives. The study shows that even if the best advisor performance system is important to ethio telecom, respondents are not enthusiastic to challenge and appeal against unfair performance rating systems. Respondents have underlined that the coach in the current best advisor performance evaluation system at ethio telecom contact center is not a qualified person to evaluate their performance. The study reveals that the major reasons to conduct performance evaluation in the contact center are to distinguish effective performers from ineffective one, to bring improvement on the performance of employees, to help out employees to set and achieve meaningful organizational goals and to improve employees' weakness. Finally, it is recommended that after corrective measure are taken to improve the capacity of the coaches the current best advisor evaluation system that has been practiced at the contact center should be customized and duplicated to the other division to enhance the performance of employees and achieve wider organizational goal.

Key words: Best Advisor Performance evaluation System, Performance Evaluation

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CHAPTER ONE: INTRODUCTION

1.1. Background to the Study

Employee performance Evaluation has been practiced by numerous organizations since centuries. It is one of the most important requirements for successful business and Human Resource policy of the organization. As employees are one of the most valuable assets of the organization that can make things happen, the practice of performance evaluation is an inherent and inseparable part of the organizations' life. Conducting performance evaluation helps organizations to reward and promote effective performers and identify ineffective performers to developmental programs or other personnel actions that are essential to the effectiveness of Human Resource Management

Longenecker and Fink (1999) cited several reasons that formal performance evaluations are to stay in organizations. According to them, formal evaluations are required to justify a wide range of human resource decisions such as pay raises, promotions, demotions, terminations, etc. It is also required to determine employees' training need. The authors cited a study on high performance organizations that the practice of performance evaluation was cited as one of the top 10 vehicles for creating competitive advantage. Moreover, performance measurement allows the organization to tell the employee something about their rates of growth, their competencies, and their potentials.

The usefulness of performance evaluation as a managerial decision tool depends partly on whether or not the performance evaluation system is able to provide accurate data on employee performance and hence rating accuracy is a critical aspect of the evaluation process. A difficulty of getting accurate evaluations of employee job behavior is most often attributed to: faults in rating format used, deficiencies in evaluation content, rater resistance to judge others, and the implications of the specific purpose of evaluation for the rater and the ratee (Thomas Decotiis & Andre Petit, 1978).

According to Murphy and Cleveland, as cited in Wiese, S. & Buckley, R (1998), there are many advantages to using a formal performance evaluation system if performance evaluations are designed and used properly. They assert that it facilitates organizational decisions such as reward allocation, promotions/demotions, layoffs/recalls, and transfers. It may also assist managers in

developing employees. It serves to assist individual employee's decisions regarding career choices and the subsequent direction of individual time and effort. They add, performance evaluation may increase employee commitment and satisfaction, due to improvements in organizational communication.

On top of the above, ineffective evaluation system can bring many problems including low morale, decreased employee productivity, a lessening of an employee's enthusiasm and support for the organization (Rafikul Islam and Shuib Bin Mohd Rasad, 2005). They add, evaluating employee performance is a difficult task because the job demands the immediate supervisors to understand the nature of the job and the sources of information, and the information needs to be collected in a systematic way, and it is provided as a feedback, and integrated into organization's performance management process for use in making compensation, job placement, and training decisions and assignments.

Therefore, the problems of performance evaluation arise when the results of the evaluation fail to reflect the actual performance of the employees, which in turn, leads to wrong administrative decisions that can highly affect the life of the employees

Thus the study evaluated the employees' perception towards the current performance evaluation practices of best advisor selection and the associated problems in ethio telecom contact center.

1.2. Statement of the problem

According to Saiyadain (1998) formal performance evaluation program can have a number of objectives including performance assessment and improvement, providing a basis for individual remuneration, identifying training needs and, assessing suitability for promotion. Moreover, productive performance evaluation serves many purposes, including: letting employees learn of their weaknesses and strengths, new goals and objectives are agreed upon, employees become an active participant in the evaluation process, the relationship between the supervisor and employees is taken to an adult-to –adult level, employees renew their interest in being part of the organization now and in the future, training needs are identified, time is devoted for discussing quality of work without regard to money issues, supervisors become more comfortable in reviewing the performance of employees , employees feel that they are taken seriously as individuals and the supervisors are truly concerned about their needs and goals.

According to Palaiologos (2011), performance evaluation suffers from so many problems. In most cases, the performance evaluation results do not adequately reflect the ability of the job incumbent. This could be attributed to the subjective nature of the evaluation criteria, the irrelevance of the criteria used to evaluate the performance of the workers, lack of skills and knowledge of the raters, the subjectivity, favoritism and bias of the raters, lack of continuous documentation and inability to provide feedback as to the results of the performance evaluation.

Based on the data collected from the employees of ethio telecom contact center advisors whose performance were evaluated, it is tried to analyze the perception of employees on the extent to which the above mentioned problems exist in ethio telecom contact center.

1. 3. Research Questions

The study tried to answer the following questions:

- I. What are the major reasons for conducting performance evaluation in contact center?
- II. How fairly is performance evaluation conducted in ethio telecom contact center for best advisor selection?
- III. To what extent do employees receive the feedback on the result of performance evaluation in ethio telecom contact center of best advisor?

1.4. Objectives of the study

1.4.1. General Objective

The general objective of the study is to evaluate the employees' perception of performance evaluations in contact center of best advisor.

1.4.2. Specific Objectives

The following are specific objectives:

- To assess the perception of employees towards the reasons of performance evaluation in ethio telecom contact center of best advisor evaluation.
- To identify the employees' perception of the real problems contributing to unfair performance evaluation in ethio telecom contact center of best advisor evaluation.
- To assess how the perception of contact center advisors towards the feedback process in performance evaluation of best advisor.

1.5. Definition of terms

Employee's performance: This is the systematic evaluation of individual performance linked to workplace behavior and/or specific criteria. Performance evaluations often take the form of an evaluation interview, usually annual, supported by standardized forms/paperwork. The key objective of evaluation is to provide employees with feedback on their performance provided by the line manager (Randell, 1994, cited in Prowse, P and Prowse, J, 2009)).

Contact Center advisors: ethio telecom's contact center employees who receive call through 994.

Coach: Supervisor who supervises ethio telecom contact center advisors.

Best advisor evaluation: The performance evaluation conducted by coaches to rank advisors based on their performance.

Customer Services Division: One work unit of ethio telecom which contains contact center as its sub section

1.6. Significance of the study

The results of this study are significant in various respects. Firstly, on the basis of the findings of the study, the study draw some conclusions and identify the problems of best advisor performance evaluation and give signal to the division to take remedial action to minimize the subjectivity of evaluation in prospecting employees for transfer. Second, is used as a piece of contribution to the current knowledge in the practice of performance evaluation in an enterprise working in ethio telecom contact center and invites for further research to bring behavioral change in the areas of performance evaluation both in the mind of the raters, ratees and those parties responsible in the design of the instruments of performance evaluation forms that are used to judge the performance of employees, advisors.

1.7 Scope of the study

There were external factors which contributed for the smooth completion of this project. Lack of time takes line of the share. On top of this, the study is limited to a one division, Customer Services Division. In addition, the study does not take all employees rather it takes only sample of representatives.

1.8. Organization of the paper

The thesis is organized and presented in five different chapters. The first chapter stands for

introduction of the study which consists of background of the study, definition of terms, statement of the problem, objectives of the study, scope of the study, ethical issues and organization of the paper. The next chapter which is chapter two contains different literatures on the area which discusses various theories and concepts on performance evaluation system. Then, chapter three depicts the research methodology. Furthermore, chapter four presents all the collected data in a clear manner and the analysis accordingly. Finally, the fifth chapter portrays the summary, conclusion and recommendation part.

CHAPTER TWO: REVIEW OF RELATED LITERATURES

2.1 Introduction

The primary purpose of this chapter is to get the theoretical understanding of the of performance evaluation. More specifically, it focuses on four primary areas. First, basing on the definitions given by different scholars on the term performance appraisal, I have adopted the meaning of the term as it is related to the study. Second, the literature review examined studies which discuss importance of performance evaluation that may be received from conducting performance evaluation. Third, review identified the problems of the performance evaluation process. Fourth, the review of the literature has tried to assess the factors influencing the effectiveness of performance evaluation.

2.2 Definition and Concepts of performance evaluation

As indicated on various literatures, performance evaluation has been expresses and defined in various terms by different authors and professionals on the area. As noted by Govender, (2006), performance evaluation is the ongoing process of evaluating and managing both the behaviour and outcomes of employees in the workplace (Carrell et al. 1998: 258). Simply stated, it is the process whereby a supervisor judges and evaluates the work performance of a subordinate.

Randell 1994 (as cited in Prowse and Prowse, 2009) argues that evaluations are the systematic evaluation of individual performance linked to workplace behavior and/or specific criteria. Evaluations often take the form of an evaluation interview, usually annual, supported by standardized forms/paperwork. The key objective of evaluation is to provide employees with feedback on their performance provided by the line manager.

According to Dale Yolder (as cited in Dixit, 2007), “performance evaluation includes all formal procedures used to evaluate personalities and contributions and potentials of group members in a working organization. It is a continuous process to secure information necessary for making correct and objective decisions on employees. Moreover, according to T.R. Manoharan, et al. (2012), performance evaluation is the process used to determine how an employee is performing in their job, and communicates the information back to the employee.

According to Lansbury 1988 (quoted by Govender, 2006), performance evaluation is the process of identifying, evaluating and developing the work performance of employees in the organization, so that the organizational goals are more effectively achieved, while at the same time benefiting employees in terms of receiving feedback, recognition, catering for work and offering career guidance. Evaluations regularly record an assessment of an employee's performance, potential and development needs. The evaluation is an opportunity to take an overall view of work content, loads and volume, to look back at what has been achieved during the reporting period and agree objectives for the next (Armstrong, 2009).

As stated by Dixit, (2007), evaluation is the evaluation of worth, quality or merit. In the organization context, performance evaluation is a systematic evaluation of personnel by superiors or others familiar with their performance. Performance evaluation is also described as merit rating in which one individual is ranked as better or worse in comparison to others. The basic purpose of in this merit rating is to ascertain an employee's eligibility for promotion. However, performance evaluation is more comprehensive term for such activities because its use extends beyond ascertaining eligibility for promotion. Such activities may be training and development, salary increase, transfer, discharge, etc. besides promotion.

Braton and Gold 1999: 214 (as cited in Govender, 2006), state that performance evaluation acts as an information-processing system providing vital data for rational, objective and efficient decision-making regarding improving performance, identifying training needs, managing careers and setting rewards for achievements. According to DeNisi, Cafferty and Meglino (1984: 360-396) performance evaluation is an exercise in social perception and cognition embedded in an organisational context requiring both formal and implicit judgment. Performance evaluation is the process of evaluating the performance and qualifications of the employees in terms of the requirements of the job for which he/she is employed, for purposes of administration including placement, selection for promotions, providing financial rewards and other actions which require differential treatment among the members of a group as distinguished from actions affecting all members equally (Dixit, 2007).

Performance evaluation is defined by Baird 1992: 143 (as cited in Govender, 2006), as the process of identifying, measuring and developing human performance. Performance evaluation systems must not only accurately measure how well an employee is performing a job, but they must also contain mechanisms for reinforcing strengths, identifying deficiencies and feeding such information back to employees so that they can improve future performance. Leap and Crino (1993: 331) regard performance evaluation as a process through which quantitative aspects of an employee's work performance are evaluated. Performance evaluation of individuals and the organisation is a basic task of management. Cascio (1995: 275) views performance evaluation as the systematic description of job-relevant strengths and weakness of an individual group

2.3 Importance of performance evaluation

It has been recognized that performance evaluation plays an important role in organizations. (Borman, 1979; Landy and Farr, 1980; Saal, Downey & Lahhcy, 1980) performance evaluations are essentials for the effective management and evaluation of staff. Performance evaluation is an indispensable tool for organizations (Dixit, 2007). The importance of performance evaluation is that it enables the management to make effective decisions and/or correct or modify their earlier decisions relating to the following issues of human resource management.

- Organizational planning based on potentialities of its human resource.
- Human resources planning based on weakness, strengths and potentialities of human resource.
- Organizational effectiveness through performance improvement.
- Fixation and revision of salary, allowance, incentives and benefits.
- Original placement or placement adjustment decisions.
- Identifying training and development needs and to evaluate effectiveness of training and development programs.
- Career planning and development and movement of employees
- Helps to maintain an inventory of the number and quality of all managers.
- To maintain individual and group development by communicating the performance to them.
- A regular evaluation constrains a superior to be alert and remain competent in his work. I.e. it improves the quality of supervision by giving him an incentive to do things that he should be doing normally.
- It makes for better employer-employee relations through mutual confidence, which comes as a result of frank discussions between the superior and the subordinate.

According to Dixit, 2007, performance evaluations are also essential for career and succession planning. Performance evaluations are important for staff motivation, attitude, and behavior development, communicating organizational aims, and fostering positive relationships between management and staff. Performance evaluations provide a formal, recorded, regular review of an individual's performance, and a plan for future development.

According to this definition, we can say that annual performance evaluations enable management and monitoring of standards, agreeing expectations and objectives, delegation of responsibilities and tasks. In short, performance and job evaluations are vital for managing the performance of people and organizations.

In a more comprehensive way, Michael Beer (1987) described the two major goals of performance evaluation as follows: Organization and individual employees. He argued that both individual and organizational goals are not always compatible and results in conflict of interest in performance evaluations. As a result it brought up a mixed blessing to both the supervisor and the subordinates.

Therefore, in this study, performance evaluation is a system designed to periodically and regularly measure the performance of employees against pre-set standards and it involves providing feedback to the employees in which case the result of the appraisal will be used as a basis for administrative decisions and developmental purposes. In the citation of literature, such terms as appraisal, assessment, personnel rating, merit rating, and review are used interchangeably with evaluations (Ivancevich, 2004)

Despite the heated controversies with respect to performance evaluation in terms of both its goals and benefits, it is a reality in our world, whether a panacea or a deadly disease. In this study, because of its comprehensive nature the purposes/goals framed by Michael Beer (1987) will be used as the basis to assess the perception of performance evaluation as a practice in ethio telecom contact center

2.4 Problems in the Performance Evaluation Process.

2.4.1 Performance evaluation Design and implementation problems

Fletcher 2001 (as cited in Anastasios Palaiologos, et al, 2011), posits that the performance evaluation has a strategic approach and integrates organizational policies and human resource activities. Literature reveals that performance evaluation attains its fullest potential when it is aligned with organizational objectives. Performance evaluation is strategic: when it is linked to the organization and when individual goals are linked with organizational goals (Noeefa, 1997: 198-199).

According to Bolander et al. 2001: 331(as cited in Govender, 2006), strategic relevance refers to the extent to which standards relate to strategic objectives of the organization. The strategic approach is gaining popularity as organizations see performance evaluation as an important means to achieve organizational objectives. Noe, Hollenbeck, Gerhart and Wright, (1997: 198) and De Cenzo (1996) concur that a performance evaluation system should link employee activities with the organization's goals. This calls for flexibility in the system, in order for it to be adjusted to the changing goals and strategies of an organization which should help to create a motivated and committed workforce.

According to Deborah and Brain Kleiner (1997) organizations need to have a systematic framework to ensure that performance evaluation is "fair" and "consistent". In their study of "designing effective performance evaluation system", they conclude that that designing an effective evaluation system requires a strong commitment from top management. The system should provide a link between employee performance and organizational goals through individualized objectives and performance criteria. They further argued that the system should help to create a motivated and committed workforce. The system should have a framework to provide appropriate training for supervisors, raters, and employees, a system for frequent review of performance, accurate record keeping, a clearly defined measurement system, and a multiple rater group to perform the evaluation.

If the criteria used focus solely on activities rather than output (results), or on personality traits rather than performance, the evaluation may not be well received (Junlin Pan and Guoqing Li, 2006; Michel Beer, 1987; Ivancevich, 2004; Cynthia Lee, 1985).

Literature reveals that it is better to design a system encompassing all the needs of the organization than to adopt an 'off the shelf or cheaper system. According to Carrell et al. (1998: 293) when creating or modifying performance evaluation systems, employee involvement should become the standard approach. According to Stephanie Payne et al, (2009), ideally, performance evaluation is a partnership between an employee and his/her supervisor (Carson et al., 1991). Accordingly, one of the most widely researched performance evaluation characteristics is employee participation (Cawley et al., 1998). There are a variety of ways to include the employee in the evaluation process. This can range from informal prompts during the interview in which the employee can contribute to the dialog about his/her performance to a more formal completion of a self-evaluation form. Conceptually, participation involves allowing employees a “voice” in the performance evaluation process (Lind and Tyler, 1988). Voice can be value expressive such that participation is for the sake of having one’s voice be heard or instrumental such that participation influences the end results (Korsgaard and Roberson, 1995; Lind and Tyler, 1988). Research supports the importance of employees feeling that they have a role in the evaluation of their own performance (Greller, 1978). Perceptions of participation are particularly important in organizations that make self-evaluations an option or requirement (Gary, 2003). Employees who report greater participation in the performance evaluation process also react more positively to the process (Korsgaard and Roberson, 1995), report more motivation toward improvement, and demonstrate more actual improvement (Dickinson, 1993).

2.4.2 Evaluators’ problems in Performance Evaluation

In order to obtain accurate PE information, raters must provide objective and unbiased ratings of employees. Due to difficulty in developing an accurate performance checklist, managers’ subjective opinions are frequently called for. Many organizations use some combination of subjective and objective assessment for actual PE. Yet, there are numerous problems in actual assessment of employee performance (Corbett & Kenny, 2001). The existence of such problems suggests that PEs may be fraught with biases or errors, resulting in compromised evaluations of employees’ accomplishments and capabilities. And the PAS of the institution of study might not be an exception. For a PAS to be perceived as fair, it must be free of bias. It is known that evaluation errors can harm perceptions of pay system fairness by confusing the relationship between true performance differences (Miceli , Jung, Near & Greenberger (1991).

As per Mark Cook (1995), Performance evaluations suffer from four major problems. These problems are Biases, political, impressions management and undeserved reputation. Biases could be because of age, ethnicity, gender, physical appearance, attitudes and fundamental values of the raters, and personal like or dislike.

There is a growing body of evidence supporting the view that supervisors are often motivated to use rating inflation as a strategy to manipulate subordinates' reactions to the performance evaluations they receive. For example, *Schuler, Psy (2002)*, identified six reasons why evaluators inflate

- a) Managers Lack Confidence that Measurement Systems Reflect Actual Performance
- b) Managers Begin to Play Favorites, Set Precedents and Get Caught in an Upward Spiral
- c) Managers Don't Want to Discourage Good Faith Efforts to Improve, Even When Performance May Not Be as High as Hoped
- d) Managers Don't Want to Have to Defend Lower Ratings, Deal with Grievances or Face Employee Conflict
- e) Managers Don't Want to Stand Out Among Their Peers as Being the "Tough Ones"
- f) Managers Fail to Provide Sufficient Coaching, Feedback and Reward Throughout the Rating Period, and So Don't Want to Rock the Boat at Yearly Evaluation Time.

Generally, rating inflation is a political strategy employed by supervisors to further their self interest. Because managers' own work effectiveness is dependent on that of their subordinates, managers will tend to deliberately inflate ratings in an attempt to ensure favorable reactions or avoid unfavorable reactions from their subordinates to their performance evaluations. However, the strength of managers' motivation to inflate ratings is likely to vary according to a variety of personal and contextual variables.

As Folger, Konovsky, and Cropanzano (1992) cited in Susan (1995) there are three characteristics of due process evaluation system in order to settle fairness and justice in the performance evaluation system. (1) adequate notice-in this context requires organizations to publicize, distribute and explain performance standards to employees to discuss how and why such standards must be met and to provide for regularly and timely feedback on performance.(2) Fair hearing which requires a formal review meeting in which an employee is informed of a tentative assessment of his or her performance and how it was derived by his or her manager, who should have a familiarity with the employee performance based on sufficiently frequent observation of the individuals work. (3) Judgment based on evidence requires the organization to apply performance standards consistently across employees. This implies that inflated rating can be reduced by implementing documentation of employee behavior and activities.

2.5 Factors influencing the effectiveness of performance Evaluation

Developing an evaluation system that accurately reflects employee performance is a difficult task. Performance evaluation systems are not generic or easily passed from one company to another; their design and administration must be tailor-made to match employee and organizational characteristics and qualities Henderson (as cited in Boice and Kleiner, 1997). They also identified the following major factors which determine effectiveness of performance evaluation systems:

a) Organizational and employee objectives

One of the first steps in developing an effective performance evaluation system is to determine the organization's objectives. These are then translated into departmental and then individual position objectives – working with employees to agree their personal performance targets. This allows the employee to know “up front” the standards by which his/her performance will be evaluated. This process involves clarifying the job role, job description and responsibilities explaining how the role and responsibilities contribute to wider goals, why individual and team performance is important and just what is expected within the current planning period. Objectives developed in this way should be reflective of the organizational goals and provide linkages between employee and organizational performance.

Rogers 1999 (as cited in Mooney, 2009) highlights that setting objectives and targets remain the core activity of performance evaluation, but in practice is poorly conducted, with little regard for ensuring that organization and individual objectives are aligned as closely as possible.

b) Training for supervisors and employees

A major aspect of developing an effective performance system is training for those individuals involved as raters. This training should start with a focus on providing the manager with a systematic approach to the practice of effective people management (Goff and Longenecker, 1990). Thus training should begin those levels of management that will be involved in administering the program and providing training for lower levels of supervision. Once these senior managers have “bought into” the system, skills’ training is needed for junior managers and supervisors. Once an individual rater has been through the necessary training, periodic refresher courses will be required to help the rater maintain necessary skills in performance assessment. Raters involved in the evaluation process should also be evaluated on how they conduct performance evaluations. This will help to make sure that evaluations are performed in a similar and consistent manner throughout the organization. Since we are asking employees to contribute to the process (by being involved in the setting of personal objectives – and obviously in the review process), some training is required for all employees. This training should include how to set objectives, how to keep accurate records, and how to communicate all aspects of performance.

c) Frequency of evaluation

Employee reviews should be performed on a frequent and ongoing basis. The actual time period may vary in different organizations and with different aims but a typical frequency would be bimonthly or quarterly. By conducting reviews frequently two situations are eliminated:

- 1) Selective memory by the supervisor or the employee; and
- 2) Surprises at an annual review.

As as cited in Mooney, (2009), Sahl (1990) suggests that frequent reviews are required to ensure progress is being made on developmental objectives.

d) Maintain records of employee’s performance

Another key to ensuring the effective use of a performance evaluation scheme is keeping and maintaining accurate records of employee’s performance. Carefully maintained, they establish

patterns in an employee's behavior that may be difficult to spot by typical incident- by-incident supervision (Crane, 1991). Careful review of the records helps avoid the selective memory mentioned earlier and helps plot appropriate actions. Of course, well maintained records are essential if the need arises to discipline, demote or dismiss an employee.

e) Carefully designed measurement system

According to Dixit, (2007), a criterion is the standard of performance the manager desires of his subordinates and against which he compares their actual performance. Criteria are hard to define in measurable or objective term. Ambiguity, vagueness and generality of criteria are difficult hurdles for any process to overcome. The actual measurement or grading system used to rate employee's performance needs to be designed carefully. A performance evaluation system which ranks employees according to a numerical rating tends to lead to a great deal of average performers. In developing a rating system, a clear definition of each level of performance must be provided and disseminated to all employees. Employees and all supervisors must clearly believe that a rating higher than average is achievable and attainable. Of course, they should also clearly believe that ratings lower than average is achievable and will be given if appropriate. This again will help the employees to clearly understand that the measurement system is accurately reflecting the true level of performance for every employee. Armstrong and Baron 1998 (as cited in ooney, 2009), describe how many organizations now use SMART criteria (specific, measurable, agreed, realistic and time related) for performance measurement. According to Govender, (2006), whether performance is evaluated according to goal achievement, or value added, a common problem is inconsistencies of standards between raters.

The main problem lies in the way that different people define standards. 'Good', 'average' and 'fair' do not mean the same thing to everyone (Dessler, 1997:344).

Carrell et al. 1998: 267 (as cited in Govender, 2006), maintains that the methods chosen and the instruments (or forms) used to implement these methods, are crucial in determining whether the organization manages its performance successfully. In addition, Carrell et al. (1998: 267) state that the dimensions listed on the performance evaluation form often determine which behaviors employees' attempt, and raters seek and which are neglected. Performance evaluation methods and instruments should signal the operational goals and objectives to the employees, groups and the organization at large. McDonough (1995: 424) agrees that the design of the evaluation form

will depend on the nature of the organization and the employees to be appraised. Literature reveals that an incorrect implementation of the instruments or methods will result in an ineffective performance evaluation system.

f) Transparency & confidentiality

Completed PA forms are highly personal and confidential documents only accessible to selected parties. According to Stephanie C. Payne et al, (2009), Traditional P&P forms are typically stored by the organization in the employees' personnel file, whereas online PA systems store evaluations on the organization's server or on a third party's server. Ideally, computer storage is more secure, because it is protected by firewalls and passwords. According to (V. Dixit, 2007) a sound evaluation system should comply with the following:

a) Reliability and validity

The system should be both valid and reliable. The validity of the rating is a degree to which they are truly indicative of the intrinsic merit of employees. The reliability of ratings is the consistency with which the ratings are made, either by different raters, or by one rater at different time.

b) Job relatedness

The evaluation should focus attention on job related behaviors and performance of employees. In order to focus attention on behavior under the employee's control, raters must become familiar with the observed behavior. It is also necessary to prepare checklist so as to obtain and review to performance related information. Ratings should be tied up with actual performance of units under the rate's control.

c) Standardization

Well-defined performance factors and criteria should be developed. Evaluation forms, procedures, administration of techniques, ratings etc., should be standardized as evaluation decision affect all employee of the group. It will help to ensure uniformity and comparison of ratings. They should also be easy to administer and economical to use.

d) Practical validity

The technique should be practical viable to administer, possible to implement and economical to undertake continuously. It must have the support of all line people, think it is too theoretical, too

ambitious, too unrealistic or those ivory tower staff consultants who have no comprehension of the demand on time of the line operators have foisted it on them, and they will resent it.

e) Open communication

The system should be open to participative. Not only should it provide feedback to the employee on their performance it should also involve them in goal setting process.

f) Employee access to results

Employees should receive adequate feedback to their performance. If performance evaluation were meant for improving performance, then withholding evaluation results would not serve any purpose.

g) Clear objective

The evaluation system should be objective oriented. It should fulfill the desired objective like determining the potential for higher jobs or for the selection of annual increment in salary or for granting promotion or for transfer or to know the requirement for training.

As as cited in Steven H. Appelbaum, et al., (2011), according to the Piggot-Irvine, 2003 model the most important elements to conducting an effective performance evaluation are respect, openness and trust. These key features must not only be present during the evaluation but they must be practiced between managers and subordinates throughout the year. One way to develop this relationship is for managers to give feedback to their employees on a frequent and ongoing basis.

CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

The primary purpose of this chapter is to show methodologies applied. More specifically, research design, population and sampling technique, sources of data and instruments of data collection, procedures of data collection, validity and reliability of the study and ethical considerations

3.2 Research Design

Considering the stated research questions, the researcher has determined the suitable research design. According to Kothari, R (2004), a research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. In fact, research design is the conceptual structure within which research is conducted; it constitutes the blueprint for the collection, measurement and analysis of data.

This research has a descriptive nature which describes the existing phenomenon as it exists. According to Brian Allison, (1995), a large proportion of all research is descriptive research. This is because a clear statement of ‘what is’ is an essential prerequisite to understanding ‘why it is so’ and ‘what it might be’. In a very real sense, description is fundamental to all research. Descriptive research sets out to seek accurate and adequate descriptions of activities, objects, processes and persons. Therefore, to better see effectiveness of best advisor evaluation system, the perception of contact center advisors are described in detail using both quantitative and qualitative techniques.

3.3 Population and Sampling Techniques

Currently Ethio Telecom has 9820 employees and from this number 1460 employees are working in Addis Ababa under customer service division of contact center of which 1400 are contact center advisors. The study is conducted by selecting ethio telecom customer service division employees working in Addis Ababa particularly contact center. The rationale behind selecting contact center is employees working in contact center are considered as entry point and other divisions take from this division based on their performance instead of recruiting from outside.

A simplified formula of Taro Yamane (1967) sample size determination has been used to calculate the sample.

Taro Yamane's Formula for sample size determination:

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

Where n= sample size,

N= Total population,

e= the researcher did use 0.07 sampling error and 93% confidence level.

$$n=1400 / [1+1400(0.07)^2]$$

$$n=1400 / [7.86]$$

$$n=178.12$$

Hence, out of the total population of 1400 contact center advisors, a sample size of 178 has been taken.

3.4. Sources of Data and Instruments of data collection.

Both primary and secondary sources have been used to collect data relevant for the study. In order to gather primary information from employees, questionnaires has been prepared and distributed for employees who were evaluated. Secondary data has been collected from different sources like books, journals and magazine.

Self-administrated questionnaire has been used for data collection. The questionnaire divided in to two parts with section "A" which comprised items seeking demographic data, profile of respondents. Part "B" has items which seek to collect information about subject matters and perception of the employees. Five point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) has been used to measure responses.

3.5. Procedures of Data Collection

The study followed the following steps to get cooperation of participant and administer the questionnaires. The steps were:

- Before directly approaching the respondents, efforts were made to get cooperation of ethio telecom customer service divisions to create conducive conditions for conducting the study.
- Questionnaires were distributed for employees
- Enough time was given and the questionnaires was collected back
- After collecting the questionnaires, follow-up for uncollected questionnaires was made through phone and physical presence and based on this all respondents returned the questionnaire, 100% response rate.

3.6. Methods of Data Analysis

The collected data are clearly presented by using tables, graphs and charts which are expressed in the form of frequency, percentage, mean , standard deviation and variance. Then, descriptive analysis technique was used to interpret and analyze the organized data. Meanwhile, SPSS was used as the main tool to conduct this analysis.

3.7. Validity and Reliability of the study

3.7.1 Validity

According to Kothari, R (2004), Validity is the most critical criterion and indicates the degree to which an instrument measures what it is supposed to measure. Validity can also be thought of as utility. In other words, validity is the extent to which differences found with a measuring instrument reflect true differences among those being tested.

As stated on the methodology, questionnaire was used to collect the primary data.

Therefore, to assure validity of the instrument the researcher has given a chance for professionals on the area to review the questionnaire and finally it was validated by the advisor with some adjustment.

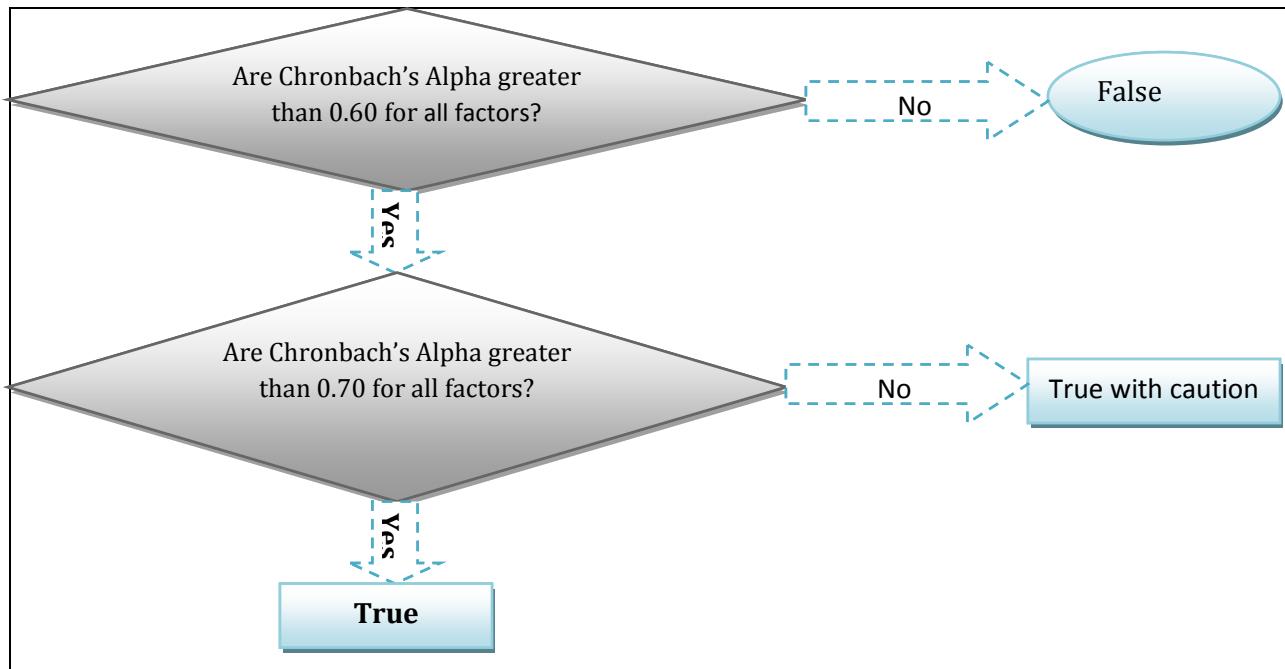
3.7.2 Reliability

Reliability refers to the capacity of a measure to produce consistent results. Cronbach's alpha, is probably the most commonly used test for scale reliability (Donna, 2010)). There are several ways to calculate reliability. But, the most commonly accepted measure in business research is internal consistency reliability using Cronbachs alpha. Bryman (2008) notes that to assure the reliability (repeatability) of quantitative data, Cronbach's Alpha can be used to the critical value

of 0.70. As a step forward to enhance the quality of this thesis, reliability analysis was conducted to each variable of the instrument under the summative response scale.

Following Vanderstoep and Johnston (2009), the reliability measure for the dependability of the instrument to test for what it was designed to test was examined through the calculation of Cronbach’s alpha coefficients. The acceptable scale suggested on Cronbach’s alpha coefficient of construct is 0.6 (Hair et al, 1998) while a scale of 0.70 is preferable (Swanson and Holton, 2005). In this research it is assumed that, if the test obtains the value of 0.7, it means the items in the model are understood by most of the respondents. On the other hand, if the findings are far from the expected value of 0.7, the respondents have different perceptions toward each item of the domain. The following diagrammatic presentation is sketched by the researcher as a guide to the decision process for answering problems about reliability analysis of the instruments in this thesis.

Figure 1: Schematic representation of the decision process



Source: Primary source (2014)

Based on the diagrammatic presentation sketched above, the decision process regarding the reliability test of the instruments planned to be used in the study has been done by distributing the questionnaire to 50 respondents during the pre-test stage. As indicated in table 1 below, the

internal consistency reliabilities for each of the scales is calculated. Hence, the result shows a large coefficient alpha ($r=0.820$) is a clear indication of strong item covariance and suggests that the sampling domain in this study has adequately been captured. Besides, the result makes sure that the instruments are consistent and dependable that offers the green light to proceed with the remaining tasks.

Table 1: Reliability Statistics Result

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No. of Items
0.812	.820	27

Source: primary data (2014)

3.8. Ethical Considerations

- The Researcher informed the respondents that, the utilization of the data is confidential and it is used only for academic purpose.
- It is not ethical to ask employees to answer questionnaires while they are at their duty station. Therefore, longer time was given to respondents so that they can either take the questionnaire to their home or use their break time.
- Concerning references, all the materials and sources are properly acknowledged.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1. Demographic characteristics of the Respondents

In this section, the demographic characteristics of sample employees are described. Basic demographic variables: age, sex, level of education and experience are summarized from the field survey data to offer bird's eye-view to readers on the general characteristics of the studied population. Demographic characteristics of the sample employees reveal that out of the total respondents, 51.7% are male, while the rest 48.3% are female. This shows that there is balanced number of male and female employees in ethio telecom contact center that would have a positive effect for the researcher to collect balanced data regarding Perception of employees on performance Evaluation of contact center advisors (see table 2).

Table 2: Summary of respondents' distribution in terms of sex

Sex	Frequency	Percent
Male	92	51.7
Female	86	48.3
Total	178	100.0

Source: Primary Data (2014)

Respondents' age structure reveals that almost all of them are young aged 35 years and below. More specifically most (84%) of them are aged 25 years and below. The rest, 16% are found between 26-35 years of age (Figure 2). As indicated in table 2, the average age of respondents is 24.35 with 1.702 Standard deviation, while the median and mode are 24 and 25 years respectively. From this data, it is evident that all of the respondents are found in the active work force category, which has an affirmative implication for high organizational performance.

Table 3: Basic descriptive statistics on respondents' age distribution

Mean	24.35
Median	24.00
Mode	25
Std. Deviation	1.702
Variance	2.897
Range	14
Minimum	21
Maximum	35

Source: Primary Data (2014)

The analysis on the demographic characteristics of respondents by sex and age category (table 4) reveals that out of 149 respondents aged 25 years and below, 72 (48.3%) are male while the remaining 77(51.7%) are female. In the same vein, out of 29 respondents aged between 26-35, 20 (69%) of them are male while 9 (31%) of them are female. This indicates that most (83.7%) of the employees in ethio telecom contact center are too young aged below 26 years of age that can be taken as a good prospect to shape then in line with the institution's vision and mission to enhance performance and develop a positive perception towards best advisor performance evaluation process.

Table 4: Demographic characteristics of respondents by sex and Age category

		Sex		Total
		Male	Female	
Age category	25 years & below	72(48.3%)	77(51.7%)	149(100%)
	26-35 years	20(69%)	9(31%)	29(100%)
Total		92	86	178

Source: Primary Data (2014)

In terms of education, most 174(97.8%) of the respondents have first degree, the remaining 3(1.7%) and 1(0.6%) have college diploma and second degree respectively. The fact that most

sample respondents have first degree improves employees' perception on the current best advisor performance evaluation system in ethio telecom (see table 5).

Table 5: Education Level of respondents

Level of Education	Frequency	Percent
Diploma	3	1.7
First Degree	174	97.8
Second degree	1	.6
Total	178	100.0

Source: Primary Data (2014)

As we can observe from table 6, among three male respondents whose level of education is diploma, 2(66.7%) of them have below six years of work experience while the remaining 1(33.3%) of them have 6-10 years of work experience. Likewise, among 89 male first degree holder respondents, all of them have below six years of work experience. The same table also shows that, in terms of education females are better than males since there are no diploma holder females. Among 85 female first degree holders, 84 (98.8.7%) of them have below six years of work experience while the remaining 1(1.2%) of them have 6-10 years of work experience. Finally, among 85 female respondents, only one of them graduates with a master's degree with a work experience of below six years. This analysis indicates that even if sample employees have good track of record in terms of education, most 176(98.9%) of them have a work experience below six years that might obscure the role of employees' work experience on organizational performance due to lack of skeptical thought in each of the work activities.

Table 6: Respondents' characteristics in terms of education, experience and sex

Sex				Experience Cat		Total
				≤ 5 years	6-10 years	
Male	Education	Diploma	Count	2(66.7%)	1(33.3%)	3(100.0%)
		First Degree	Count	89(100.0%)	0(0.0%)	89(100.0%)
	Total		Count	91(98.9%)	1(1.1%)	92(100.0%)
Female	Education	First Degree	Count	84(98.8%)	1(1.2%)	85(100.0%)
		Second degree	Count	1(100.0%)	0(0.0%)	1(100.0%)
	Total		Count	85(98.8%)	1(1.2%)	86(100.0%)
Total	Education	Diploma	Count	2(66.7%)	1(33.3%)	3(100.0%)
		First Degree	Count	173(99.4%)	1(0.6%)	174(100.0%)
		Second degree	Count	1(100.0%)	0(0.0%)	1(100.0%)
	Total		Count	176(98.9%)	2(1.1%)	178(100.0%)

Source: Primary Data (2014)

4.2. Data Analysis Pertinent to the Study

The main objective of the study is to assess the employees' Perception on performance evaluation of ethio telecom contact center advisors. To achieve the general and other specific objectives stated in the first chapter, serious of questions with pertinent variables are designed using Likert Scale where almost all the statements were measured on a five point scale at ordinal level with 5 = strongly agree; 4 = Agree; 3 =Remains Neutral; 2 = Disagree; and 1 = Strongly Disagree. The data obtained from 178 sample respondents regarding their perception on performance evaluation of ethio telecom contact center advisors using the questionnaire are presented, interpreted and analyzed in the forth coming sections.

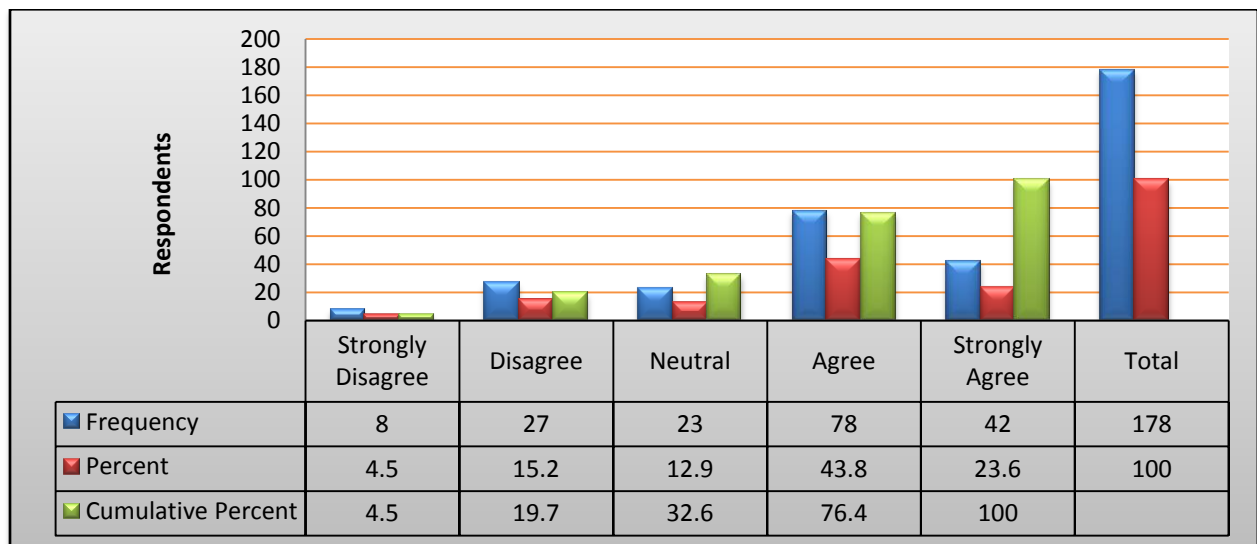
4.2.1. Respondents' perception on BAPES with respect to job objectives & organizational goals

The available literature and practice indicates that performance evaluation systems pursued by organizations should be related to job objectives and organizational goals (Noeefa, 1997). To test

how far this holds true in ethio telecom, sample respondents were asked to express their perception whether the current best advisor performance evaluation system is directly related to the objectives of the job and the goals of the organization. The result shows that the level of agreement on this question has a mean of 3.67, with 1.129 and 1.274 standard deviation and variance respectively. This shows that the respondents' perception when it is measured using Likert scale in terms of agreement level is above the middle - of - the - road.

Hence, on average sample respondents agreed that the current best advisor performance evaluation system in ethio telecom is directly related to the objectives of the job and the goals of the organization. More specifically, as indicated in figure 3, 78 (43.8%) of respondents expressed their agreement that currently the job objectives and organizational goals in ethio telecom are directly related to the current best advisor performance evaluation system. Besides, 42(23.6%) of respondents provided a strong support to the assertion that the job objectives and organizational goals in ethio telecom are directly related to the current best advisor performance evaluation system. Nevertheless, it is also worth to mention that 36(19.7%) of respondents have expressed their disagreement on the assertion that job objectives and organizational goals in ethio telecom are directly related to the current best advisor performance evaluation system.

Figure 2: Respondents' perception on BAPES with respect to job objectives & organizational goals

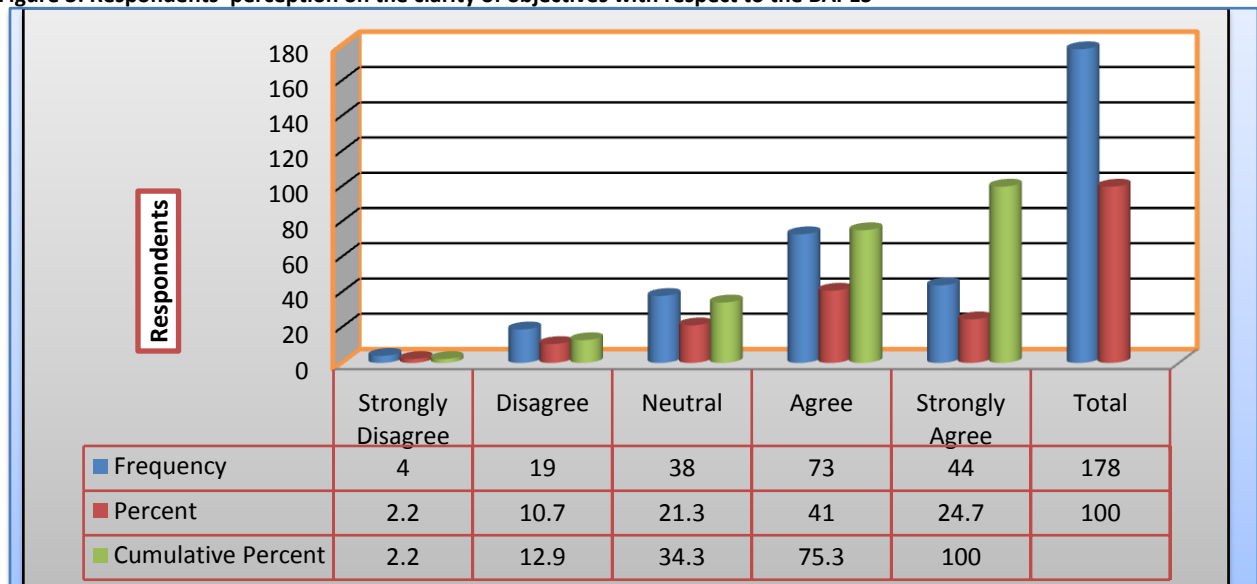


Source: Primary Data (2014)

It is evident that in absence of clarity on performance evaluation objectives, it is unlikely to exactly measure employees' performance. Scholars have reached at a consensus that ambiguity in performance evaluation objectives should be ameliorated at the outset. In line with this scholarly assertion, sample respondents from ethio telecom contact center were asked to reflect their perception on the clarity of objectives with respect to the BAPES that is currently under implementation. The survey result shows that the level of agreement on this question has a mean of 3.75, with 1.017 and 1.035 standard deviation and variance respectively. This shows that on average sample respondents agreed that the current best advisor performance evaluation system in ethio telecom has clear objectives that is easily understood by employees and with high probability to be realized.

In particular, as indicated in figure 4, 71 (41%) of respondents expressed their perception that currently there is clarity of objectives in ethio telecom's current best advisor performance evaluation system. More to the point, 44(24.7%) of respondents granted a strong support to the affirmation that there is clarity of objectives in the current best advisor performance evaluation system at ethio telecom. A sizeable number; 38(21.3%) of respondents remains neutral without supporting either of the continuum on the clarity of performance evaluation objectives. Yet, it is also appealing to point out that 23(12.9%) of respondents have expressed their disagreement on the assertion that there is clarity of objectives in the current best advisor performance evaluation system.

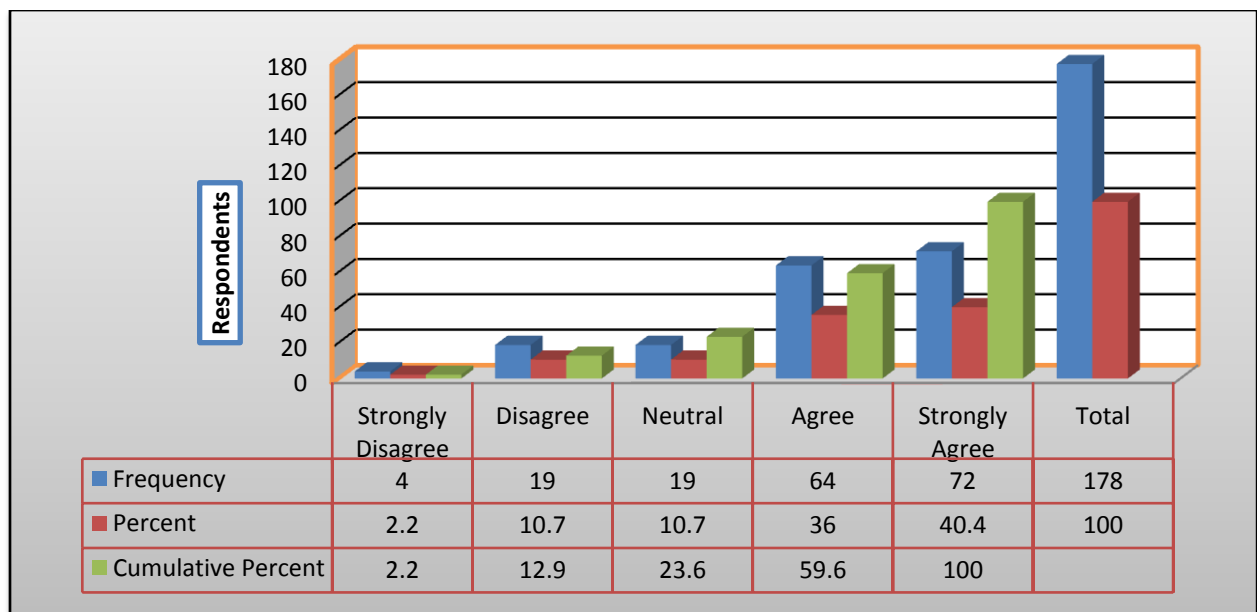
Figure 3: Respondents' perception on the clarity of objectives with respect to the BAPES



Source: Primary Data (2014)

Setting clear objectives and targets remain the core activity of performance evaluation. Clarity of performance evaluation objectives can be brought using various mechanisms. Among these, the most important one is discussion made between the coaches and advisors on the objectives set at the outset. To check whether there is an open and continuous discussions on performance evaluation objectives, respondents were asked to express what is in their mind. The result shows that the level of agreement on this question has a mean of 4.02, with 1.071 and 1.147 standard deviation and variance respectively. This shows that on average sample respondents agreed that discussions have been made between the coaches and the advisors on the objectives made. In addition, figure 5 offers additional excerpt indicating that 136 (76.4%) of respondents have expressed their agreement on discussions made between the coaches and advisors on the objectives set. The rest, 19(10.7%) and 23(12.9%) of sample respondents have remained neutral and expressed their disagreement on the existence of discussion between the coaches and advisors on the objectives set in the process of performance evaluation. Based on this result, we can concludes that respondents' overall perception on discussions that have been made between the coaches and the advisors on the objectives made is found to be positive indicating as there are regular discussions on the issue.

Figure 4: Respondents' perception on discussion on the objectives set.

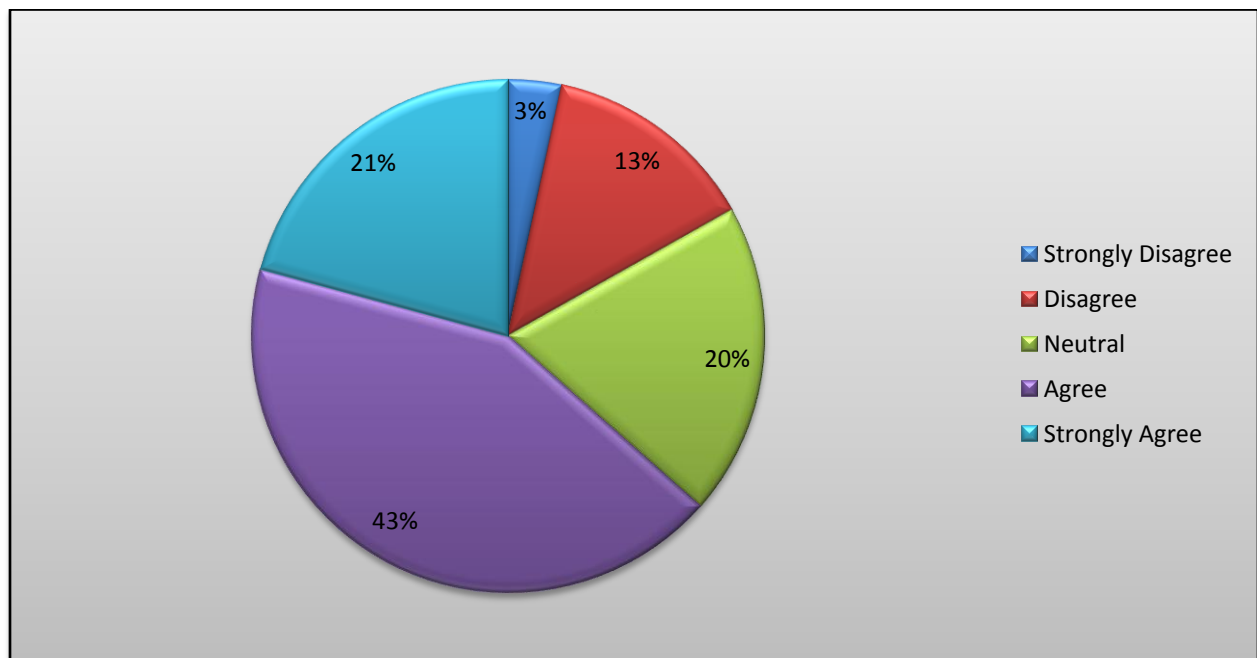


Source: Primary Data (2014)

4.2.2. Employees' perception on participation and understanding towards the CBAPES

Clear understanding on the part of employees on the performance evaluation system practiced by the organization is a key to implement a successful evaluation system. To check how far this is practiced in ethio telecom's current best advisor performance evaluation system, sample employees were asked to express their perception whether the current best advisor performance evaluation system is easy to use and understood. The survey result reveals that the level of agreement on this question has a mean of 3.64, with 1.060 and 1.124 standard deviation and variance respectively. This shows that on average sample respondents agreed that the current best advisor performance evaluation system is easy to use and understand. On top of this, out of 178 sample employees, 113 (64%) of them have expressed their agreement that the current best advisor performance evaluation system is easy to use and understand. It is also worth to mention that 30(16.9%) of sample respondents have articulated their perception indicating that the current best advisor performance evaluation system practice in ethio telecom contact center is not easy to use and understand. The rest 35(19.7%) of respondents are at the middle of the road; they neither agree nor disagree (See figure 6). From this data it can be deduced that though ethio telecom contact center has attempted to create an environment in which most employees could be able to easily understand and use current best advisor performance evaluation system, it has to work more to make the situation more conducive for all employees.

Figure 5: Respondents' perception how far the BAPES is easy to use and understand

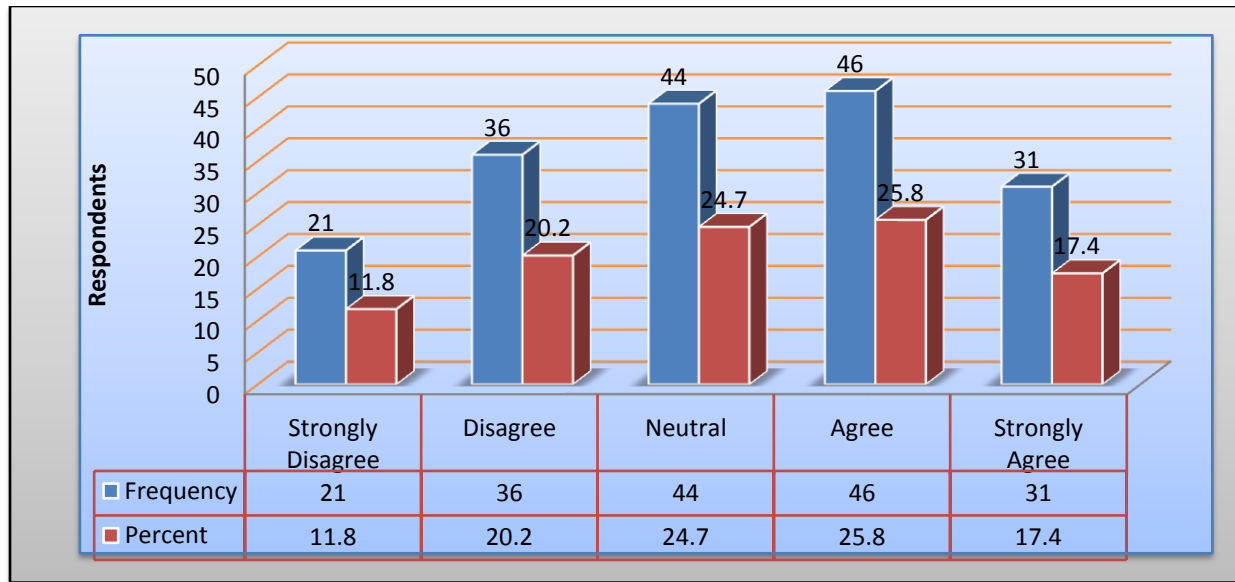


Source: Primary Data (2014)

Performance evaluation achieves its goal and proves to be effective if the manager is prepared to work with his/her subordinates in all the evaluation stages notably the design. To evaluate how far this works well in the current best advisor best performance evaluation system of ethio telecom contact center, respondents were asked to express their perception whether they took part in the design of BAPES. The survey result reveals that respondents' perception in terms of level of agreement on this question has a mean of 3.17, with 1.269 and 1.610 standard deviation and variance respectively. This shows that on average sample respondents remain neutral that the current best advisor performance evaluation system has been developed with employees' full participation.

In the same vein, figure 7 reveals that out of 178 sample employees, 46 (25.8%) of them have expressed their agreement as they have participated in the design of the current best advisor performance evaluation system and 31(17.4%) of them have expressed their strong agreement as they have participated in the design of the current best advisor performance evaluation system. It is also worth to mention that 57(32%) of sample respondents have articulated their perception indicating that they have never been given with the chance to take part in the design of the current best advisor performance evaluation system. The rest 44(24.7%) of respondents are at the middle of the road to express their view; they neither agree nor disagree (See figure 7). By combining the survey result indicated in figures 6 and 7, it can be inferred that though ethio telecom has attempted to create an environment in which most employees could be able to easily understand and use current best advisor performance evaluation system, it has to create a fair play ground where all employees could participate in design of the current best advisor performance evaluation system.

Figure 6: Respondents' perception on employees' participation in the design of BAPES

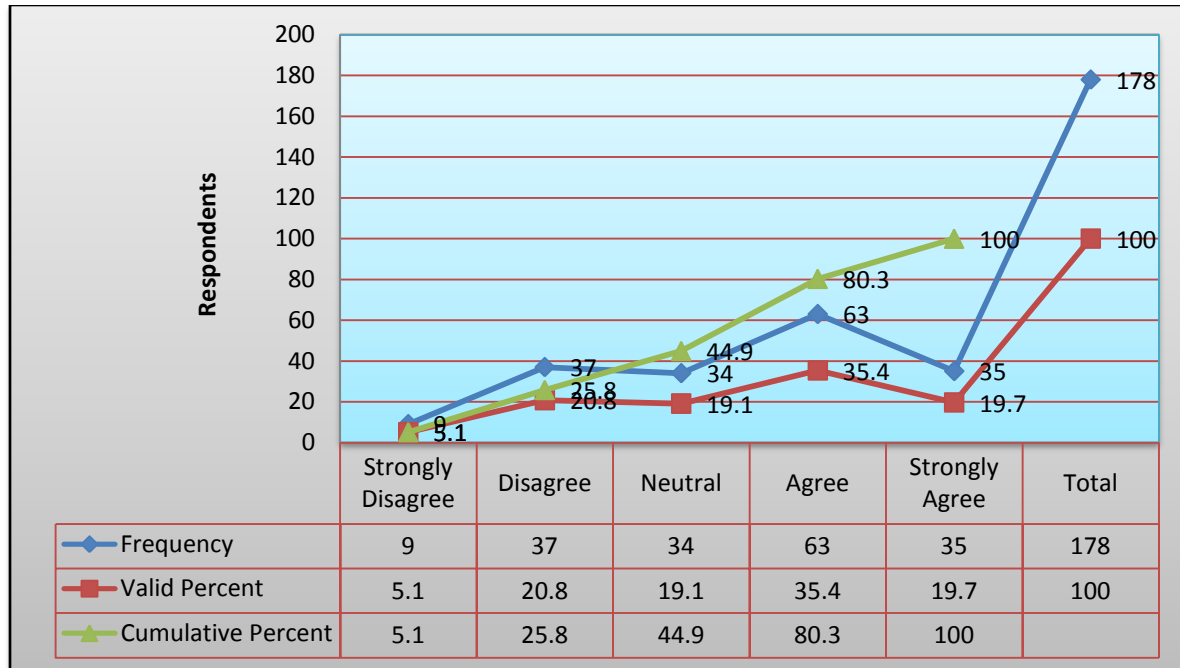


Source: Primary Data (2014)

The available literature discloses that an effective performance evaluation system and its evaluation criteria should be customized based on the characteristics of jobs performed by employees (Beer, 1987). This has to be taken as a principle by organizations that carry out performance evaluation including ethio telecom contact center. In line with this respondents were asked to express their perception whether the current best advisor performance evaluation criteria are customized based on the characteristics of their jobs. The survey data that is compiled in figure 8 show that out of 178 sample employees, 63 (35.4%) of them have expressed their agreement that the evaluation criteria are customized based on the characteristics of their jobs and 35(19.7%) of them have expressed their strong agreement as evaluation criteria are customized based on the characteristics of their jobs. It is also worth to mention that 46(25.9%) of respondents have expressed their disagreement signifying that the evaluation criteria used in ethio telecom contact center are not customized based on the characteristics of their jobs. The rest, 34(19.1%) of respondents remains neutral at the middle of the road to express their perception on the issue. To identify where respondents' average perception level lies, we can combine the result from figure 8 with the basic statistics. Accordingly, the survey result reveals that the level of agreement on the question whether the best performance evaluation criteria are customized based on the characteristics of their jobs has a mean of 3.44, with 1.169 and 1.366 standard deviation and variance respectively. This shows that on average sample respondents have agreed that the best performance evaluation criteria are customized based on the

characteristics of their jobs. We conclude from this finding that even if there are certain gaps of employee participation in the design of best advisor evaluation system customization of the evaluation criteria based on the characteristics of their jobs have a paramount importance on one hand to enhance employee performance and on the other hand to meet expected evaluation targets at the contact center.

Figure 7: Respondents' perception on customization of BAPES



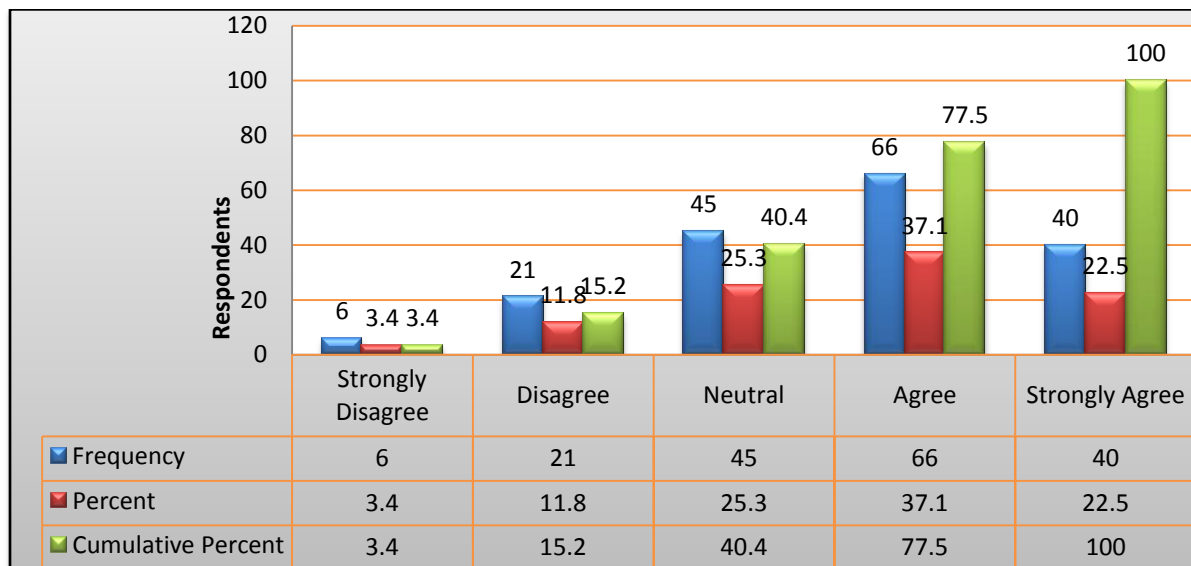
Source: Primary Data (2014)

4.2.3. Respondents' perception on the fairness of coaching, counseling and support

Under normal circumstances employees should be given a continuous support in the form of coaching and counseling to maintain a sustainable performance record or avoid substandard performance. In this study, sample respondents were asked to express their perception in case if coaching, counseling and support are provided to them when they under-perform owing to personal or interpersonal problems. The data compiled in figure 9 indicates that out of 178 sample employees, more than half 106 (59.6%) of them have expressed their agreement that coaching, counseling and support are provided to them when they under-perform due to personal or interpersonal problems while a quarter 45(25.3%) of them remains neutral on the issue. The remaining 26(15.2%) of respondents did not support the assertion that coaching, counseling and support are provided to employees when they under-perform due to personal or interpersonal

problems. In addition, the basic statistics result computed based on the level of agreement expressed by sample employees on the question whether coaching, counseling and support are provided to them when they under-perform as of personal or interpersonal problems indicates a mean of 3.63, with 1.061 and 1.126 standard deviation and variance respectively. This analysis indicates that on average sample respondents have expressed their perception in the form of agreement that continuous support has been given to them including coaching and counseling. It is the researcher's view that this is an important endeavor to maintain a sustainable performance record and avoids substandard performance resulted from either personal or interpersonal problems.

Figure 8: Respondents' perception on coaching, counseling and support provided to them



Source: Primary Data (2014)

4.2.4. Respondents' perception towards biased, unfair and wasteful performance evaluation

Susan (1995) argues that a fair performance evaluation system provides adequate notice; transparent hearing in which an employee is informed of his/her performance with the right to challenge the assessment; and applies consistent performance standards across employees. In line with this, in order to assess the employees' perception on the fairness of the performance evaluation system, respondents were asked to express their perception on some basic questions and the results are summarized in table 7.

Table 7: Respondents' perception towards biased, unfair and wasteful PE

Degree of agreement	I can challenge unfair performance rating		I have ways to appeal a biased performance rating		I think BAES is a waste of time	
	count	Percent	count		count	
Strongly Disagree	16	9.0	15	8.4	34	19.1
Disagree	37	20.8	24	13.5	54	30.3
Neutral	49	27.5	53	29.8	38	21.3
Agree	41	23.0	61	34.3	33	18.5
Strongly Agree	35	19.7	25	14.0	19	10.7
Total	178	100.0	178	100.0	178	100.0
Mean	3.24		3.32		2.71	
Std. Deviation	1.240		1.132		1.268	
Variance	1.537		1.281		1.607	

Source: Primary Data (2014)

Sample respondents were asked to express their perception and reaction if they have practiced the culture to challenge unfair performance rating whenever it materializes. Analysis of the respondents' perception revealed that, 53 (29%) of respondents do not challenge unfair performance rating while 76(42.7%) of respondents have expressed their commitment as they often challenge unfair performance rating. The remaining 49(27.5%) of respondents are found to be neutral. The second question presented to respondents is whether they have some mechanisms to appeal a biased performance rating. As indicated in table 7, 39(11.9%) of respondents do not have ways to appeal a biased performance rating and 86 (48.3%) of respondents have expressed their agreement as they often challenge biased performance rating. Finally, respondents were asked to articulate their perception whether best advisor performance evaluation system in ethio telecom contact center is a waste of time. Most 88(49.4 %) of respondents disagreed on the assertion that best advisor performance evaluation system is a waste of time and 38 (21.3%) of respondents remained neutral. It is also worth to mention that 52(29.2%) of respondents indicated their agreement that best advisor performance evaluation system practiced at ethio telecom contact center is a waste of time. From the overall analysis we can conclude that on average respondents are not eager to challenge and appeal unfair performance rating with a mean value of 3.24 and 3.32 respectively. Yet, on average most of the respondents have disagreed to the assertion that best advisor performance evaluation system practiced at ethio telecom contact center is a waste of time. In general, the overall evaluation on employees' perception towards

reveals that the level of agreement on this question has a mean of 3.08, with 1.223 and 1.497 standard deviation and variance respectively. This shows that on average sample respondents remain neutral to articulate their perception. Table 8 also shows that out of 178 sample employees, 67 (37.9%) of them have expressed their agreement indicating that the coach avoids giving performance ratings which may have negative consequences on them and 51(32.6%) of them have supported the claim that coach did not avoid giving performance ratings which may have negative consequences on them. The rest, 53 (29.8%) of respondents remained on the middle of the road to express their views whether the coach avoids giving performance ratings which may have negative consequences on them. This analysis indicates that since the average value for the level of agreement has a mean of 3.08, respondents are in dilemma to support or reject the claim their coach avoids giving performance ratings which may have negative consequences on them.

The summarized survey results in table 8 shows respondents' perception if their coach provides specific examples of things done before if employees ever question their performance. The survey result reveals that the level of agreement on this question has a mean of 3.58, with 1.056 and 1.115 standard deviation and variance respectively. This shows that on average sample respondents have expressed their agreement that their coach provides specific examples of things done before if employees ever question their performance. Besides, table 8 also shows that out of 178 sample employees, more than half 104 (58.4%) of them have expressed their agreement indicating that the coach provides specific examples of things done before if employees ever question their performance. This shows that the coach is proactive to respond to queries raised by employees in relation to their previous performance evaluation results.

The summarized survey results in table 8 shows respondents' perception if their coach keeps files on what employees have done to evaluate their performance. The survey result indicates that the level of agreement on this question has a mean of 3.78, with 1.101 and 1.212 standard deviation and variance respectively. This shows that on average sample respondents have expressed their agreement that their coach keeps files on what employees have done to evaluate their performance. Besides, table 8 also shows that out of 178 sample employees, more than half 119 (68.8%) of them have expressed their agreement indicating that coach keeps files on what employees have done to evaluate their performance. This analysis reveals that the coach is

careful to keeps files on what employees have done to evaluate their performance that help employees to develop a trust over their coach.

Respondents were also asked to articulate their perception whether they are frequently informed about their performance evaluation results. The survey result compiled in table 8 shows that the level of agreement on this question has a mean of 3.58, with 1.187 and 1.408 standard deviation and variance respectively. This proves that on average sample respondents have expressed their agreement that the coach frequently informs them about their performance evaluation results. Moreover, as indicated in table 8, out of 178 sample employees, more than half, 106 (58.5%) of them have expressed their agreement indicating that the coach frequently informs them about their performance evaluation results. Based on the overall analysis, we can conclude that employees have a positive attitude towards their coach with respect to continuous communication, record keeping and response to their queries. This can initiate employees to be highly committed to achieve the overall departmental and organizational and goals.

Table 9: Employees' perception how far the coach evaluates them on the principles of equality.

Perception Questions on the coach	Degree of agreement										Total	Statistical comparison		
	SDA		DA		N		A		SA			\bar{x}	δ	s^2
	C	%	C	%	C	%	C	%	C	%				
Accurately evaluates my performance to in a responsible manner	14	7.9	24	13.5	61	34.3	56	31.5	23	12.9	178	3.28	1.099	1.209
Gives equivalent performance ratings to all employees to avoid resentment & rivalries among us	16	9.0	25	14.0	48	27.0	56	31.5	33	18.5	178	3.37	1.196	1.431
Evaluates my performance based on my accomplishment and achievement	15	8.4	21	11.8	26	14.6	65	36.5	51	28.7	178	3.65	1.245	1.550
Is influenced by his/her personal liking and disliking when evaluating my performance	29	16.3	44	24.7	44	24.7	33	18.5	28	15.7	178	2.93	1.311	1.718

Source: Primary Data (2014)

Where: δ = Std. Deviation; \bar{x} =mean; s^2 = Variance, C=count; SDA= Strongly Disagree, DA= Disagree; N= Neutral; A= Agree; SA= Strongly Agree

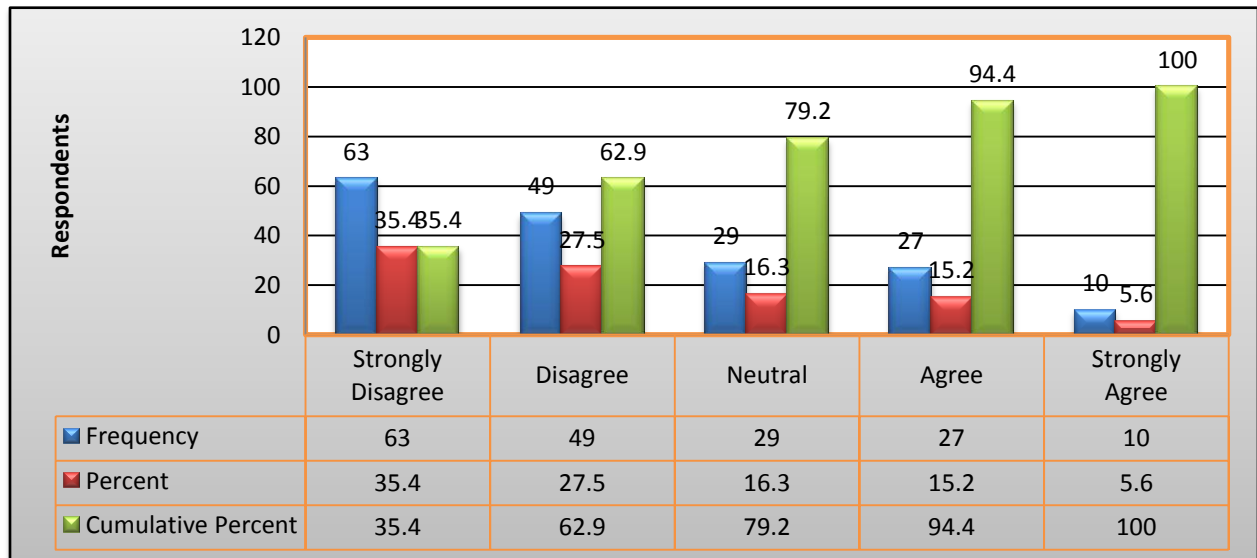
Table 9 summarizes the results of perception questions designed to measure how fair the coach evaluates his/her employees on the principles of equality. Accordingly, respondents were asked to articulate their perception whether the coach accurately evaluates their performance in a responsible manner. The survey result indicates that out of 178 respondents, 79(44.4%) of them have expressed their agreement that the coach evaluates his/her employees on the principles of equality while 61(34.3%) of the respondents have remained neutral on the issue. The remaining 38(21.4%) of respondents indicated that the coach did not evaluate his/her employees on the principles of equity and equality. Generally speaking, the result compiled in table 9 shows that the level of agreement on this question has a mean of 3.28, with 1.099 and 1.209 standard deviation and variance respectively. This analysis is a clear indication that on average most respondents are in the middle of the road to express their perception supporting either of the extreme scales.

Sometimes coaches apply an equivalent performance evaluation criterion. But, this deters hard workers to refrain from what they could actually perform. In connection to this, respondents were asked to forward their perception if the coach gives equivalent performance ratings to all employees to avoid resentment & rivalries among employees. The survey result indicates that out of 178 respondents, 56(31.5%) of them have agreed and 33(18.5%) have strongly agreed that their coach gives equivalent performance ratings to all employees to avoid resentment & rivalries among employees. The remaining 41(19%) of respondents have expressed their disagreement on the contention that their coach gives equivalent performance ratings to all employees to avoid resentment & rivalries among employees while a significant number 48 (27%) of respondents were found in the middle of the road neither supporting nor rejecting the claim. By and large, as indicated in table 9, the level of agreement on this question has a mean of 3.37, with 1.196 and 1.431 standard deviation and variance respectively. This analysis is a clear indication that on average most respondents remains neutral on the claim that the coach gives equivalent performance ratings to all employees to avoid resentment & rivalries among employees.

In normal circumstances coaches are expected to evaluate employees' performance based on their accomplishment and achievement. Respondents were asked to express their perception whether their coach evaluates them based on their accomplishment and achievement. The result shows that 116 (65.2%) of respondents have expressed their agreement as their coach evaluates them based on their accomplishment and achievement. Besides, the level of agreement on this

question has a mean of 3.65, with 1.245 and 1.550 standard deviation and variance respectively. This scrutiny is a clear indication that on average most respondents agreed on the claim that the coach evaluates his/her employees based on their accomplishment and achievement. Likewise, 73 (41%) of respondents indicated that the coach is not influenced by his/her personal liking and disliking when evaluating their performance with a mean value of 2.96, and 1.311 and 1.718 standard deviation and variance respectively. The overall discussion using table 9 demonstrates that sample employees have on average a positive attitude towards their coach.

Figure 10: Respondents' perception whether the coach is a qualified person to evaluate employees' performance



Source: Primary Data (2014)

Educational qualification is the key to determine the skill and ability of the coach to lead and motivate employees for more performance. To check how far the coach is qualified, sample employees were asked to express their perception whether the coach is a qualified person to evaluate their performance. The result reveals that the level of agreement on this question has a mean of 2.28, with 1.249 and 1.559 standard deviation and variance respectively. This shows that on average sample respondents argue that the coach in the current best advisor performance evaluation system at ethio telecom contact center is not a qualified person to evaluate their performance. On top of this, out of 178 sample employees, 112 (63%) of them have expressed their disagreement to the affirmation that the coach in the current best advisor performance evaluation system at ethio telecom contact center is a qualified person to evaluate their performance. The overall analysis indicates that the coach does not have adequate qualification

to evaluate employees at ethio telecom contact center that would have an adverse effect on overall performance in the contact center.

4.2.6. The level of effectiveness of the CBPAS in ethio telecom contact center

In the literature review part of this thesis, it has been argued that any evaluation system designed to evaluate employee performance should be able to achieve its purpose, measures true performance, and distinguishes the effective performers from ineffective one. In line with this, sample respondents were asked to express their views whether they believe that ethio telecom's contact center evaluation system is meeting its intended purpose placed at the outset. As indicated in table 10, out of 178 respondents, 61 (34.3%) of them have expressed their agreement arguing that ethio telecom's contact center evaluation system is meeting its intended purpose placed at the outset and 41(23%) have expressed their strong agreement on the issue. On the other hand 36 (20.2%) of respondents do not believe that the performance evaluation system at ethio telecom's contact center is meeting its intended purposes while the rest 40(22.5%) of respondents remain neutral. On the whole, the survey result confirms that the level of agreement on this question whether ethio telecom's contact center evaluation system is meeting its intended purpose placed at the outset has a mean of 3.56, with 1.140 and 1.299 standard deviation and variance respectively. This shows that on average sample respondents believe that the performance evaluation system at ethio telecom's contact center is meeting its intended purposes. This result is in line with the finding discussed in the preceding section that best advisor evaluation system is not a waste of time which has implication on the achievement of the wider organizational goals.

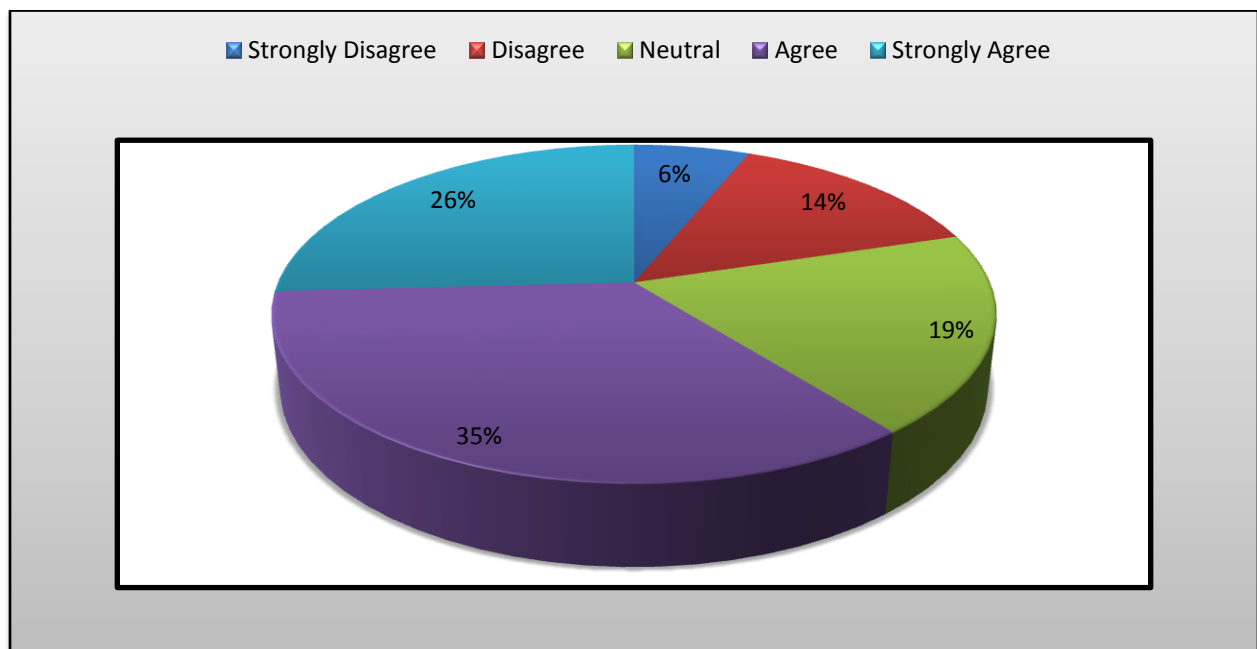
In a situation where the performance evaluation system at ethio telecom's contact center is meeting its intended purposes, it is also legitimate to ask sample respondents to express their perception whether good performance is recognized. The survey result summarized in table 10 indicates that out of 178 respondents, most 113 (84.5%) of them have indicated that good performance is recognized at ethio telecom contact center with a mean of 3.75, 1.045 standard deviation and 1.091 variance. This analysis strengthens the proposition that best advisor performance evaluation at ethio telecom contact center is not time wastage and is rather directed to its purpose. Recognition of good performance is not an end by itself; instead one has to make sure that best performance evaluation system at the call center is capable of measuring

employees' true performance. For this effect, sample employees were asked whether best performance evaluation system at the call center in ethio telecom is capable of measuring employees' true performance. The survey result shows that nearly half, 82 (46.1%) of respondents agreed that best performance evaluation system at the call center is capable of measuring employees' true performance. The remaining, 60(33.7%) of respondents do not believe that true performance is measured at the contact center while 36 (20.2%) of respondents remained neutral. When respondent's perception in terms of their level of agreement is evaluated it has a mean value of 3.18 indicating that on average most respondents are in the middle of the road neither to oppose nor to support the assertion that best performance evaluation system at the call center is capable of measuring employees' true performance.

The last question presented to sample employees to assess the level of effectiveness of the current best performance evaluation system in ethio telecom contact center is how far best performance evaluation system at the call center is capable to distinguish effective performers from ineffective one. The survey result shows more than half 94 (52.8%) of respondents agreed that best performance evaluation system at the call center is capable of to distinguish effective performers from ineffective one while 46(25.9%) of respondents do not believe that best performance evaluation system at the call center is capable to distinguish effective performers from ineffective one. The rest 38 (21.3%) of respondents remained neutral. When respondent's perception with respect to their level of agreement is evaluated it has a mean value of 3.38 indicating that on average respondents support the contention that best performance evaluation system at the call center is capable to distinguish effective performers from ineffective one (see table 10).

most sample respondents agreed that they have shown improvement after best advisor evaluation has started at ethio telecom contact center and the main reason for the design of the CBAPES is to increase employees' performance. In addition, figure 11 offers additional extract indicating that 61% of respondents have expressed their agreement that they have shown improvement after best advisor evaluation has started at ethio telecom contact center. It is also important to mention that for 20% of respondents indicated that the implementation of best advisor evaluation at ethio telecom contact center has played nothing to improve their performance while the rest 19% remain neutral without supporting either of the continuums (see figure 11).

Figure 9: Respondents' perception on improvement after BAPES

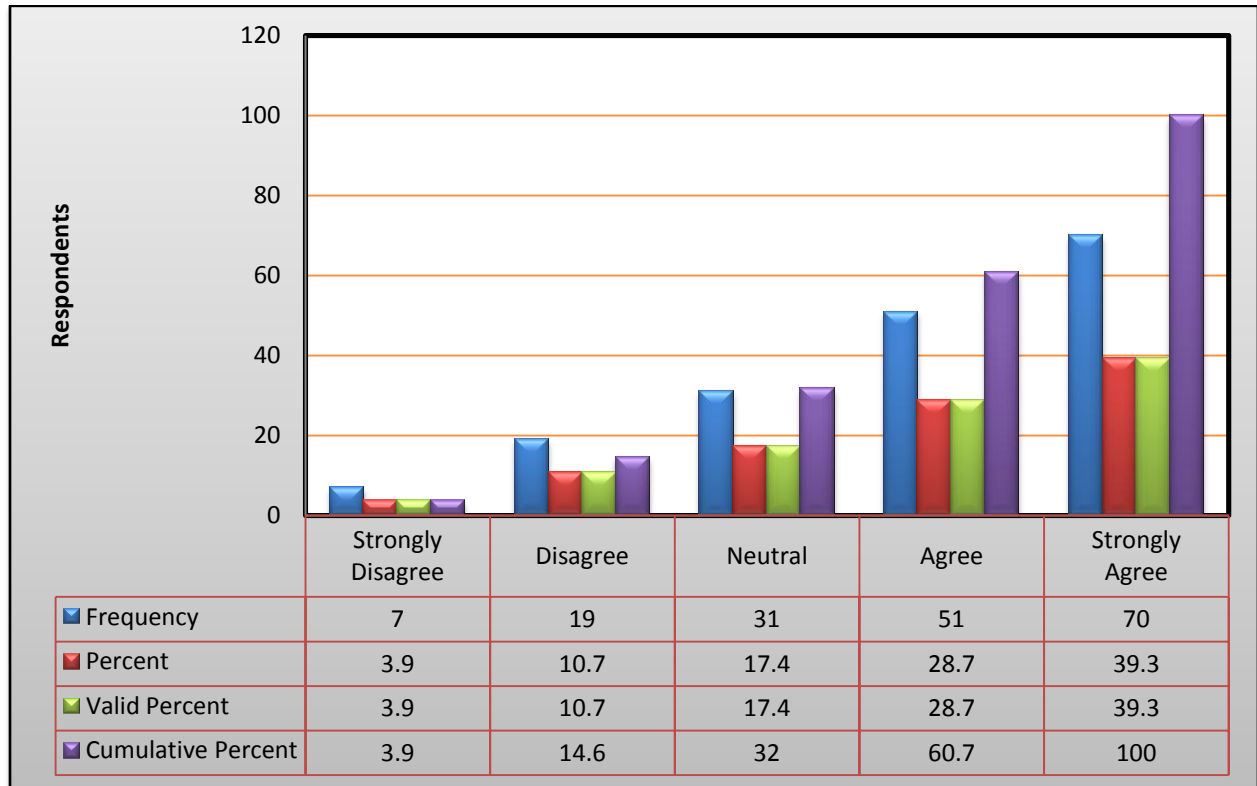


Source: Primary Data (2014)

Besides improving employees' performance, another reason for the design of an evaluation system is to help employees to understand what is expected of them. In line with this as summarized in figure 12, the survey result shows that 121(68%) of respondents have expressed their views that the best advisor performance evaluation system has helped them to understand what is expected of them with a mean value of 3.89, standard deviation of 1.159 and 1.343 variance. It is also imperative to point out that 26 (14.6%) of respondents argue that the implementation of best advisor evaluation at ethio telecom contact center did not help them to understand what is expected of them despite the fact that 31(17.4%) of them remain neutral (See

figure 11). This shows that on average the best advisor performance evaluation system practice at ethio telecom contact center has helped them to understand what is expected of them.

Figure 10: Respondents' perception how far BAES help them to understand what is expected of them

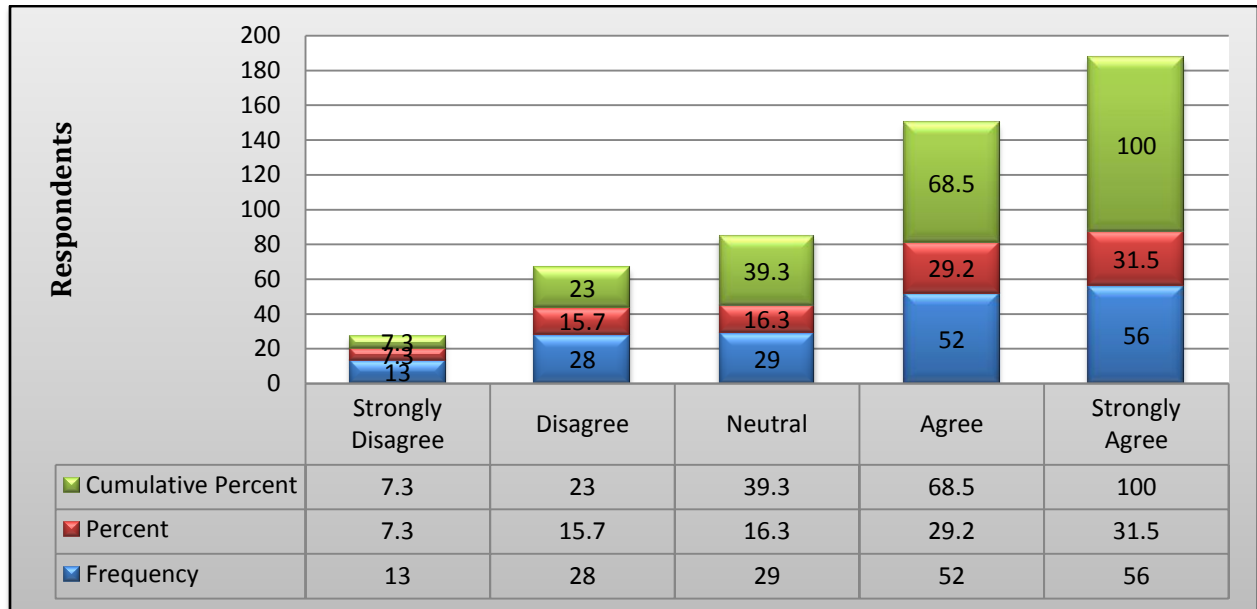


Source: Primary Data (2014)

Another major reason for designing performance evaluation system can be to help employees to set and achieve meaningful organizational goals. Hence, a performance evaluation system that improves employees' performance and helped them to understand what is expected of them should in turn help to set and achieve meaningful organizational goals. In line with this, sample respondents' were asked to articulate their perceptin how far the best advisor evaluation system practiced at ethio telecom helped out them to set and achieve meaningful organizational goals. The result summarized in graph 13 reveals that out of 178 sample employees, more than half 108 (60.8%) of employees agreed that the best advisor evaluation system practiced at ethio telecom helped out them to set and achieve meaningful organizational goals with a mean value of 3.62, standard deviation of 1.276 and 1.627 variance. Though, 29(16.3%) of respondents are in the middle of the road to identify the impact of best advisor evaluation system at ethio telecom to set and achieve meaningful organizational goals, one can conclude that on average most of the sample employees are able to set and achieve meaningful organizational goals after the best

advisor evaluation system at ethio telecom has started to function. Thus we can conclude that best advisor evaluation system at ethio telecom has met the major reason for which it was setup.

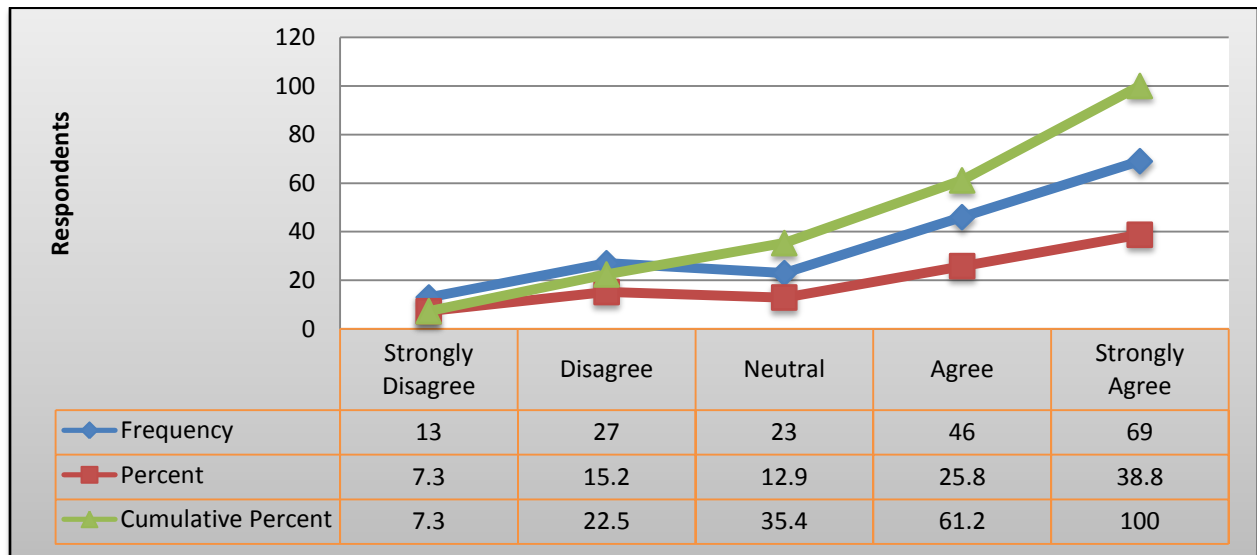
Figure 11: Respondents’ perception how far BAES help them to set and achieve meaningful goals



Source: Primary Data (2014)

A systematically designed performance evaluation system with full employee participation can be able to help employees to ameliorate their weaknesses. In the same vein, to evaluate respondents’ perception whether the performance evaluation has been designed with the intension to improve employees’ weakness at ethio telecom, sample respondents were asked whether it has improved their weakness. The survey result summarized in figure 14, indicates that 115 (64.6%) of employees agreed that the best advisor evaluation system practiced at ethio telecom contact center helped out them to improve their weakness. On the other hand 40 (22.5%) of respondents rejected the idea that the best advisor evaluation system practiced at ethio telecom contact center helped out them to improve their weakness. The rest, 23 (12.9%) of respondents remained neutral. In general, respondents’ level of agreement has 3.74 mean with standard deviation of 1.312 and 1.721 variance. This analysis reveals that on average most of the sample employees have brought an improvement on their weaknesses after the best advisor evaluation system has been started to be implanted.

Figure 13: Respondents' perception on the role of BAPES to improve their weakness



Source: Primary Data (2014)

In the preceding parts it is found out that best advisor evaluation system practiced at ethio telecom contact center has brought various confirmatory transformations on the performance of employees. To triangulate how far this holds true, sample respondents were asked to articulate their perception how far it is essential to do best advisor evaluation in the call center. Out of 178 sample employees, most 139 (78.1%) of them have expressed that their views that it is essential to do best advisor evaluation in the call center. It is only less than a quarter 39 (21.9%) of employees have nullified the essentiality of doing best advisor evaluation in the call center. Some of the main rationales identified by sample employees with regard to need of doing best advisor evaluation in the call center includes but not exclusive of:

- It improves employees performance and productivity
- Improves the quality of work done at the call center
- Motivates employees to work effectively
- Helps to achieve organizational objectives and goals
- Enhances competition among employees
- It differentiates between effective and non effective performers

Apart from the above benefits, sample employees have identified some of the real problems that they observe regarding best advisor evaluation practices in the call center which includes but not exclusive of:

- The measurement used in the call center is not good to measure performance

- Evaluation method and reward problem
- The coach undermining employees
- KPI is not good, Should be changed
- Personal bias and unfair evaluation from the coach
- The criteria used for evaluation are inaccurate
- Complain from advisors
- System problem
- Lack of reward and promotion for good performers

Sample employees have identified some benefits, and real problems that they observe regarding best advisor evaluation practices in the call center. Besides, they have also suggested for some changes that they thought are mandatory to improve the above problems that includes but not limited to:

- The current performance report should be changed
- The current evaluation method should be objective
- The current evaluation criteria should be changed
- The Evaluation system should be confidential
- Complain on/from advisors should be minimized
- Unqualified coaches should be replaced by trained personnel
- There should be clear communication between the coach and his subordinates
- The current parameters used for evaluation should be change
- The Coaches themselves should also be evaluated

CHAPTER FIVE: SUMMARY, CONCLUSIONS & RECOMMENDATIONS

5.1 Summary of findings

The study was conducted at ethio telecom call center. The main objective of the study was to to assess Ethio Telecom's contact center best advisor evaluation system and its effectiveness. The study has made use of both primary and secondary data sources. A total of 178 sample employees were selected through systematic sampling and data was analyzed by making use of simple descriptive statistical tools. The main findings of the study are summarized below:

- The study reveals that out of 178 respondents, 78 (43.8%) of them have expressed their agreement that currently the job objectives and organizational goals in ethio telecom are directly related to the current best advisor performance evaluation system.
- The study shows that most sample respondents have the perception that the current best advisor performance evaluation system is properly formulated to enable coaches to closely follow employees' performance and implement an appropriate coaching and counseling as a corrective action when it is needed.
- In the study, most of the respondents have expressed their agreement with the idea that information generated thorough performance evaluation are used for providing feedback to employees so that they know their position relative to their fellow workers and try to improve their weakness.
- The study shows that, majority of respondents have confirmed the presence of clear performance evaluation objectives. On the contrary, a significant proportion of the respondents indicated that the best advisors evaluation system doesn't reinforce the translation of overall goals of the company into specific job objectives.
- The study reveals that on average sample respondents agreed that the best performance evaluation criteria are customized based on the characteristics of their jobs.
- The overall evaluation on employees' reaction towards biased, unfair and wasteful performance evaluation endeavors at ethio telecom contact center reveals that even if the best advisor performance system is important to ethio telecom, respondents are not enthusiastic to challenge and appeal against unfair performance rating systems.

- The study indicates that respondents are in dilemma to support or reject the claim their coach avoids giving performance ratings which may have negative consequences on them. But, respondents did not retaliate to expressed their agreement that their coach provides specific examples of things done before if employees ever question their performance
- With regard to the coach, on average sample respondents have expressed their agreement that their coach keeps files on what employees have done to evaluate their performance, but most respondents remain neutral to express their views whether the coach evaluates his/her employees on the principles of equity and equality. Similarly, it was found out that most respondents remain neutral on the claim that the coach gives equivalent performance ratings to all employees to avoid resentment & rivalries among employees.
- The study reveals that coach evaluates the employees based on their accomplishment and achievement. But, what is needed to be underlined is that most sample respondents argue that the coach in the current best advisor performance evaluation system at ethio telecom contact center is not a qualified person to evaluate their performance.
- The study reveals that even if most sample respondents believe that the performance evaluation system at ethio telecom's contact center is meeting its intended purposes, they fail to support the assertion that best performance evaluation system at the call center is capable of measuring employees' true performance.
- The study reveals that the major reasons to conduct performance evaluation in the contact center are to distinguish effective performers from ineffective one, to bring improvement on the performance of employees, to help out employees to set and achieve meaningful organizational goals and to improve employees' weakness.

5.2. Conclusion

Based on the empirical results of the study and the summary, the following conclusions are forwarded to be used as bench marks to for the recommendations forwarded below.

- On average sample respondents are neutral that the current best advisor performance evaluation system has been developed with full participation of the employees whereas 32% of sample respondents have articulated their view indicating that they have never been given with the chance to take part in the design of the current best advisor

performance evaluation system. Even though, the ethio telecom contact center believes as there is employees input on the design, the finding is different.

- Most sample respondents believe that the current best advisor performance evaluation system is properly formulated in a way that enables the coach to closely follow the performance of employees and take the appropriate coaching and counseling as a corrective action when it is needed. Hence, the division at ethio telecom needs to keep this as it is in line with theoretical views.
- The overall evaluation on employees' reaction towards biased, unfair and wasteful performance evaluation endeavors at ethio telecom contact center reveals that even if the best advisor performance system is important to ethio telecom, respondents are not enthusiastic to challenge and appeal unfair performance rating systems. This is very important in terms of challenging transparency so it needs improvement.
- Most of respondents have expressed their agreement that their coach evaluates them based on their accomplishment and achievement. This means, effectiveness of the current best advisor performance evaluation is not in a problem and serving its purpose.
- On average most respondents are in the middle of the road neither to oppose nor to support the assertion that best performance evaluation system at the call center is capable of measuring employees' true performance. This shows that the criteria used to measure employees performance need to be revised in consultation with all the concerned stakeholders.
- On average sample respondents have expressed their agreement that their coach provides specific examples of things done before if employees ever question their performance. This finding is in line with different literatures and this is the good part of best advisor performance evaluation.
- On average most sample respondents agreed that they have shown improvement after best advisor evaluation has started at ethio telecom contact center. This indicates that best advisors performance evaluation is meeting its objective and purpose.
- More than half of employees agreed that the best advisor evaluation system practiced at ethio telecom helped out them to set and achieve meaningful organizational goals. This is in line with what the division mentioned on paper.

5.3. Recommendations

On the basis of the main findings and conclusions reached, the following feasible recommendations are forwarded in order to be used by the concerned parties to improve performance at ethio telecom contact center.

- Even though the major purpose of a performance evaluation system is to reinforce the efforts of employees towards the achievement of organizations goals and objectives, ethio telecom contact center has to do a lot to bring the required level of alignment between its performance evaluation system and goals and objectives of the company by all employees even if it is clear by majority of them. To do so, the division has to assess performance of employees based on the cascaded organizational objectives. Moreover, the system has to be constructed in a way which can be easily understandable by all the employees of the company.
- On average sample respondents argue that the coach in the current best advisor performance evaluation system at ethio telecom contact center is not a qualified person to evaluate their performance. Even if the evaluation process is nearly perfect; but if the evaluator is not a qualified person, it has its own negative impact on the performance evaluation process. This implies that the division needs to upgrade the knowledge of coaches via short term, long term and onjob training by identifying their gaps.
- Significant proportion of the respondents also replied that the best advisors evaluation system doesn't reinforce the translation of overall goals of the company into specific job objectives. This implies that there are some issues that are not clear and the division needs to revise best advisor evaluation and see where the gap is.
- Even if the best advisor performance system is important to ethio telecom contact center, respondents are not enthusiastic to challenge and appeal against unfair performance rating systems. The division needs to have mechanism that encourages employees to appeal for unfair best advisor performance evaluations.
- Though ethio telecom has attempted to create an environment in which most employees could be able to easily understand and use current best advisor performance evaluation system, it has to create a fair play ground where all employees could participate in design of the current best advisor performance evaluation system.

- Employees have a positive attitude towards their coach with respect to continuous communication, record keeping and response to their queries. This good examples needs to be practiced by other divisions too so that the company can enjoy from it.
- As a final point, most results in this study are found to be positive that implies as the current best advisor evaluation is serving its purpose. Therefore, this method can be examplenary to be applied in other divisions after it is customized as per each divisions related job description.

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Annex

Dear respondents,

The purpose of this questionnaire is to assess Ethio Telecom's contact center best advisor evaluation system and its effectiveness. Your valuable support in responding to the questions raised is of paramount importance to the successfulness of this study. Hence, I kindly ask you in all regard to fill the questionnaire carefully at your best knowledge. The accuracy of information you provide determines the ultimate reliability of the study.

Note: Your answers will be strictly confidential and will only be used for academic purposes.

Contact Address:

If you have any query, please don't hesitate to contact me. I am available as per your convenience at:

Cell phone: +251 910 77 32 43

E-mail: addis375@gmail.com

Thank you in advance for your cooperation!

Part I: Respondents Profile

1.1. Gender:

1) Male 2) Female

1.2. Age

1.3. Educational Status: Grade 12 Complete Diploma
 Degree Second Degree

Other, please specify:

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

Part II: Information Pertaining to Study

Please read each statement carefully and show the extent of your agreement on the statements by putting ‘X’ using the following rating scale (Likert Scale)

Where: 5 = strongly agree 4 = Agree 3 = Neutral

2 = Disagree 1 = Strongly Disagree

No	Statements	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
Questions on the relationship BAPES with job objectives & organizational goals						
1	The current best advisor performance evaluation system is directly related to the objectives of the job and the goals of the organization					
2	Clear objectives are set					
3	Discussion is made between the coaches and advisors on the objectives.					
Questions on participation and understanding towards the CBAPES						
4	The current best advisor performance evaluation system is easy to use and understood					
5	I have got the opportunity to participate in the design of current best advisor					

	performance evaluation system form used to measure my performance.					
6	Best advisor evaluation criteria used to evaluate my performance is customized based on the characteristics of my job					
Questions on the fairness of coaching, counseling and support provided						
7	When I under-perform in my job because of personal or interpersonal problems, coaching, counseling and support is provided to me.					
8	I can challenge unfair performance rating					
9	I have ways to appeal a biased performance rating					
10	I think BAES is a waste of time					
Perception Questions on the coach						
11	The coach avoids giving performance ratings which may have negative consequences for subordinates.					
12	The coach provides specific examples of things done if employees ever question their Performance					
13	The coach keep files on what employees have done to evaluate their performance.					
14	The coach frequently inform employees about their performance					
15	The coach accurately evaluates my performance to in a responsible manner					
16	The coach gives equivalent performance ratings to all employees to avoid resentment & rivalries among us					
17	The coach evaluates my performance based on my accomplishment and achievement					

18	The coach is influenced by his/her personal liking and disliking when evaluating my performance					
19	My coach is not a qualified person to evaluate my work					
Questions on the level of effectiveness of the BAPES						
20	Good performance is recognized					
21	BAES in Call Center is serving its purpose.					
22	BAES used in the Call Center is capable of measuring my true performance					
23	BAES is capable to distinguish effective performers from ineffective one.					
Questions on the reasons to Conduct PE and its impacts						
24	I have shown improvement after best advisor evaluation started.					
25	Best advisor evaluation helped me to understand what is expected of me.					
26	Best advisor evaluation helps me to set and achieve meaningful organizational goals.					
27	Best advisor evaluation helps me to improve my weakness.					

Part III. Additional Questions

1. In your perception, do you think that it is essential to do best advisor evaluation in the call center? Yes No

2. What is/are your reason for your answer to question No.1 above?

3. In your perception, what are the real problems that you observe regarding best advisor evaluation practices in the call center?

4. Would you please suggest if there is anything to be changed with regard to the current? Best advisor evaluation system being used in the call center? Use the space provided below

Thank You Again!

DECLARATION

I, Ayalew Girma declare that the research study entitled **“a study of employees’ perception on performance evaluation of ethio telecom contact center advisors”** is my own work. I have carried out the study independently with the guidance and support of the research advisor. This study has not been submitted for award of any degree or diploma program in this or any other institution and that all sources of materials are duly acknowledged. It is offered here in partial fulfillment for the requirement for the degree of Master of Business Administration.

Declared by: Ayalew Girma

Date: _____

ENDORSEMENT

This research has been submitted to St. Mary University, school of Graduate Studies for examination with my approval as a University advisor.

Advisor: Goitom Abreham (Asst. Prof.)

Date: _____

