



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

**THE PRACTICE AND CHALLENGES OF PERFORMANCE APPRAISAL AT  
ETHIOPIAN BROADCASTING CORPORATION**

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## **ACRONYMS**

ANOVA: - Analysis of Variance  
EBC: - Ethiopian Broadcasting Corporation  
HRM: - Human Resource Management  
PA: - Performance Appraisal  
PAP: - Performance Appraisal Practice  
PAS: - Performance Appraisal System  
PM: - Performance Management  
SPSS: - Statistical Package for Social Science

## **Abstract**

*The purpose of this study is to investigate the practice and challenges of performance appraisal at Ethiopian broadcasting corporation. Specifically, this study used to identify Performance Appraisal Process in Ethiopian broadcasting corporation, to examine Performance Appraisal Methods practiced in Ethiopian Broadcasting Corporation, to explore the Performance Appraisal Criteria practiced in Ethiopian Broadcasting Corporation and to find out Performance Appraisal Challenges practiced in Ethiopian Broadcasting Corporation. This study was significant because it will be used by academics, researchers, policymakers; policy developers, planners, and program evaluators. This research conducted using a mixed-methods approach, with both primary and secondary data sources being-utilized. The research had a target population of 339 employees. Respondent given questionnaires to fill out in order to collect primary data and determine the most important variables, during the study, simple random sampling was used and 318 respondents in total filled out employed from the questionnaire. This means that the effects of all independent variables were the outcomes of the Performance Appraisal practice. Therefore, Ethiopian Broadcasting Corporation Should Implement a structured and systematic performance appraisal process to ensure transparency and fairness in evaluating employee performance and explore a mix of traditional and modern performance appraisal methods, such as 360-degree feedback and management by objectives, to enhance the accuracy and comprehensiveness of performance evaluations.*

**Key words:** *-Performance appraisal, Performance appraisal Challenges, Performance appraisal Criteria, Performance Appraisal Process, Performance appraisal Methods, Ethiopian broadcasting corporation*

## CHAPTER ONE

### INTRODUCTION

#### **1.1. Backgrounds of the study**

Performance appraisal as a tool for looking forward to what needs to be done by people in the organization in order to achieve the purpose of the job to meet new challenges, Performance appraisal is a formal system of periodic review and evaluation of an individuals' job performance (Decenzo & Robbins, et al.2018), Performance appraisal is considered as a managerial tool for facilitating administrative decision related to the human resource. In other words, the outcomes of performance appraisal should be directed toward the benefit of the organization and individual employee. Generally, performance appraisal serves in almost all-human resource management processes such as: performance improvement, placement decisions, training and development needs, compensation adjustments, equal employment opportunity and so on (Decenzo & Robbins, et al.2018). Superior performance of workforce leads firms as well as has better chances for the workforce than the one with lower performances. Performance is associated with what corporation's recruit individuals to do and hence must do it well. Performance entails processes of evaluation, judgment as well as associated with acting. The interventions that are examinable and can be measured are viewed as performance. Organizations highly require their workforce performance for them to attain their goals and objectives hence achieving competitive position (Itoya, 2020).

In view of Aydın and Tiryaki (2018), appraisal of performance is one of the many HR practices which have been highly investigated both in developed and developing nations and consequently it has been acknowledged as a weighty motivator to the workforce. Appraisal of performance is viewed as significant HR function since its outcome are utilized in decision making purposes and for a number of other reasons such as operational decisions, research in personnel and workforce development. Sumelius et al. (2014), says appraising of performances is increasingly becoming part of key approach in integrating HR interventions and enterprise policies which is viewed as a generic term comprising numerous interventions by which corporations' purpose to evaluate workforce and build their capabilities, promote performance as well as spread incentives.

Moreover, Itoya (2020) argues that appraising performance has risen as an instrument for promoting organizational advancement as well as professional advancement. Appraisal of performance is an ongoing process by which employees' performance is established, measured as well as enhanced in the firm. The process comprises different activities such as establishment of strengths and weaknesses of workforce, offering continuous feedback as well as providing career advancement. Additionally, Amirullah (2018) views appraisal of performance as a procedure of assessing each workforce's performance and the way it can be enhanced to add to overall performance of the firm. Ones et al., (2017) define appraisal of performance as a comparison of the workforce's current and past performance regarding his performance standards. Appraising of performance is a process to assess the manner in which each personnel is performing and the way they may enhance their performance and add to overall performance of the organization Huang (2020).

According to Iqbal et al. (2014) appraising performance is the procedural evaluation of workforce based on their potential development and tasks. The five performance appraisal systems that will be discussed in this report are the management by objectives, 360 degrees' appraisal, rating scale method, checklist method and the behavioral anchored rating scale.

Appraisal of performance is the evaluation of a person's performance in a sequential manner. It is an instrument of development adopted for all manner of development of the workforce as well as the firm. Performance is measured alongside factors such as initiative, knowledge of job, quantity and quality of results, leadership capabilities, judgment, dependability, health, cooperation, versatility and supervision. Evaluation should be limited to previous and prospective performances. The latter definition emphasis more on behavior as part of evaluation since behavior normally influences job results. Performance appraisal system is a vital component of the whole human resource management function in the civil service (Aloo & Odongo, 2017).

Performance appraisal system (PAS) is an important Human Resource Development (HRD) mechanism designed and utilized for the all-round development and growth of employees as well as organizations. Performance appraisal forms an important part of human resource management in organization particularly on ensuring that employees are assigned objectives to achieve, are

evaluated based on the set objectives and are given timely feedback to improve their performance (Bayo-Moriones et al., 2020). The information generated from such performance appraisal programs generally help the management to implement certain administrative and developmental decisions regarding selection, placement, promotion, rewards training and termination. Performance appraisals are important for staff motivation, attitude and behavior development, communicating organizational aims, and fostering positive relationships between management and staff (James and Manuel, 2009). Performance Evaluation and Performance

Appraisal (PA) is a formal system of periodic review and evaluation of an individual's job performance and it applicable in governmental, non-governmental, and private organizations. When it is properly conducted, PA provides feedback to employees so that will improve their performance and thus organizations also will benefit by ensuring that employees' effort and ability to contribute to organizational success (Mekonnen, 2016). Performance appraisal is a systematic process which involves setting of goals that employees have to achieve and consistently monitoring their progress towards achieving those objectives. Performance appraisal always involves assessment of employee performance against agreed objectives and giving them feedback on how they perform (Mwita & Andrea, 2019).

## **1.2. Statement of the Problem**

Performance appraisal ought to be effective in enhancing or maintaining workforce's performance; hence they are just tremendous time wasting and money spending on implementation and development. Performance appraisal is not given the proper attention and exercised as a usual practice. Rather it is being used as a tool of motivation for making various administrative and developmental decisions. Moreover, the organization does not have a formal practice of giving performance feedback to their employees on a timely basis and do not encourage their managers to engage in appraisal discussions, which help to make employee performance related problems explicit thereby enhancing organizational productivity by motivating employees to improve their performance. Generally, it can be concluded that the effective utilization of performance appraisal system has been constrained by performance nonrelated appraisal instruments (forms), lack of proper rater training, personal bias and poor understanding of employees about performance appraisal (Solomon M, 2016).

All these challenges hinder in achieving the intended organizational objectives and in meeting their future carriers. The issues related with the above-described challenges will result in high employee turnover and low performance in which its cumulative effect will be low customer satisfaction. As a whole it can be assumed that good performance appraisal system practice has positive impact on the better performance of an organization. A study conducted by Tsega (2018) attempted to assess performance appraisal practices and challenges in public sector in Adigrat town. Focused on the real fact about performance appraisal in public sector the findings of the study show that the absence of frequent appraisal practices, employees failed to assume responsibility due to little or no feedback and employee satisfaction directly affected customers. Organizational performance is the synergic sum total of the performance of employee in the organization. This being the fact employee's performance has to be closely planned, coached and appraised to ensure it is in line with the interest of the organization. however, it seems that performance appraisals are not give accurate attention by most organization and is exercised like a normal process rather than as a tool of motivation on the basis of this several of administrative a developmental decision are taken.

Performance appraisal is among the most significant aspect of organizational life, it can include a variety of measurement of work performance, goal setting, and reward management are examples of organizational processes. In light of the numerous advantages gained from implementing performance appraisal system, as many scholars' research findings indicate that, organizational performance practices in general suffer from a slew of issues related to the subjectivity of performance appraisal criteria, the inapplicability of the criteria used to evaluate employee performance like; some of the issues that most employees face are lack of rater skills and knowledge, subjectivity, favoritism, and bias, inability to provide timely feedback, and lack of continuous documentation. As a result, employees' perceptions of the PA system are influenced negatively, and they express dissatisfaction with regard to implementation of PA practice. Such circumstances also have a significantly impact on employees' overall job dissatisfaction and reduce expected productivity De Clercq, D., & Belausteguigotia, I. (2021).

Studies performed by Tudor, A., & Petre, A. G. (2021) investigated the impact of employee performance evaluation that shows there's significance positive performance's influence

evaluation on employee performance. Although this research does not take into account the key components of performance evaluation, such as compensation, feedback, metrics, and how they affect productivity, as in this research. Employees who are pleased with the implementation of PA will perceive well and will make every effort to execute their obligations and tasks assigned to them efficiently and effectively, thereby increasing the performance and success of the organization to which they belong. As a result, an impact of performance appraisal and its components of rewarding, appraisal criteria, and feedback on organizational performance achievement must be considered in; creating performance standards and notifying staff members of their duties, assessing actual performance, and contrasting it with expectations discussing appraisals measures with employees, and initiating corrective action are all responsibilities Liu, W., & Liu, Y. (2022). Therefore, this study will used to investigate the practice and challenges of performance appraisal at Ethiopian broadcasting corporation.

### **1.3. Objectives of the Study**

#### **1.3.1 General Objective**

The main objective of this study was to investigate the practice and challenges of performance appraisal at Ethiopian broadcasting corporation.

#### **1.3.2 Specific Objectives**

- To identify Performance Appraisal Process in Ethiopian broadcasting corporation
- To examine Performance Appraisal Methods practiced in Ethiopian broadcasting corporation
- To explore the Performance Appraisal Criteria practiced in Ethiopian broadcasting corporation
- To find out Performance Appraisal Challenges practiced in Ethiopian broadcasting corporation

### **1.4. Research question**

1. How Performance Appraisal Process practiced in Ethiopian broadcasting corporation?
2. How Performance Appraisal Methods practiced in Ethiopian Broadcasting Corporation?



3. What are the Performance Appraisal Criteria practiced in Ethiopian broadcasting corporation?
4. What are the Performance Appraisal Challenges practiced in Ethiopian broadcasting corporation?

### **1.5. Significance of the Study**

The study's findings were notable they were intended to investigate the practice and challenges of performance appraisal at Ethiopian broadcasting corporation.

**To the researcher:** - while conducting this study the researcher get knowledge about the practice and challenges of performance appraisal at Ethiopian broadcasting corporation. By doing this study it is also important for the researcher since it provides experience of how to investigate researches and the experiences helps in order to make other studies.

**To organization:** this study will be both practical and theoretical significance for Ethiopian broadcasting corporation. It enables the institutions management and higher responsible body to be aware about such practice and challenges of performance appraisal at Ethiopian broadcasting corporation

**To other researcher:** conductive effective study on the practice and challenges of performance appraisal at Ethiopian broadcasting corporation and the experience would help the researcher in order to made other studies. This study served as an input for other interested people in related topic and to acquire broader knowledge about the subject matter under the study. Findings of this research Ethiopian broadcasting corporation will be able to know the association amid performance appraisal practices and performance of employees. The importance of conducting appraisal of performance and how to improve the employee's performance as well as that of the organization, a fair performance evaluation will boost productivity by motivating employees and rewarding high performance. Accurate results of Performance appraisal increase the quality of decisions made with respect to human resource planning, training and development, recruitment and selection, career planning and development, compensation programs, internal employment relations and assessment of employee potential. Subsequently, the attainment of organizational goals will be greatly improved.

## 1.6. Scope of the Study

This study was limited to the practice and challenges of performance appraisal at Ethiopian broadcasting corporation. The research conducted to gather the information that adequately meets the study objectives efficiently. Conceptually, the researcher investigates the practice and challenges of performance appraisal at Ethiopian broadcasting corporation. Methodologically, the study delaminated to descriptive study and explanatory research design; qualitative and quantitative research approach will be used for data collection and analysis. This research used Simple random sampling is used for group homogeneity. Geographically, Ethiopian broadcasting corporation is taken as an area for this study because of its convenience for the researcher to collect data easily. Regarding the time scope, the study was conducted for academically year 2016/2024.

## 1.7. Limitations of the study

The study on performance appraisal practices at the Ethiopian Broadcasting Corporation (EBC) faced several limitations: The sample size was limited, which may affect the representativeness of the findings. There was also potential for response bias, as employees may not have provided fully honest feedback about the appraisal system. The researchers had limited access to internal documents at EBC, which could have provided additional insights into the appraisal practices. Finally, the findings may not be generalizable to other organizations in Ethiopia, as the study focused specifically on EBC. The unique context and challenges facing a state-owned media organization like EBC may limit the applicability of the results to the broader Ethiopian business landscape. Overall, these methodological and contextual limitations should be considered when interpreting the study's conclusions about performance appraisal at EBC.

## 1.8. Definition of Terms

Operational definition of major terms under this study is listed as follows:

**Performance** – is how an employee fulfills their job duties and executes their required tasks. It refers to the effectiveness, quality, and efficiency of their output.

**Performance Appraisal (PA)** – also called Performance Evaluation which refers to all those procedures that are applied to evaluate the personality, the performance, and the potential of an individual and communicating the results for the purpose of achieving organizational goals, rewarding, and developing employees.

**Performance appraisal methods:** are the techniques through which employee performance is

appraised. a particular practice for accomplishing a job and of employee's evaluation practice.

**Performance appraisal Purposes:** are the reasons underlying any performance evaluation practice.

**Performance appraisal process:** finds its ancestry in the scheming purpose of management whereby a manager assures whether employees are performing arts up to the desired level of the organization or not.

**Performance Management (PM)** - is a continuous process of identifying, measuring, and developing the performance of individuals and teams and aligning performance with the strategic goals of the organization (Smither W.James, 2009).

### **1.9. Organization of the Study**

This study is organized into five main chapters. Introduction part of the study, covering study background, problem statement, the research goals, hypotheses, scope and purpose of the study is stated in the first chapter. The second chapter deals with the review of the related literature. It involves theory, conceptual and analytical discussions leading to the identification and conceptual framework for addressing the identified research gap. The third chapter is all about research design along with its approach, study population, methods of sampling, sample size, data collection tools, data analysis, and presentation methods. Chapter four, finally, displays demographic features, statistical analyses (both descriptive and inferential), results of the findings, and their specific interpretations. A review of the key findings, conclusion and recommendations are depicted in the last chapter.

## CHAPTER TWO

### REVIEW OF RELATED LITERATURE

This chapter mainly emphasized on the theoretical and literature part of the study undertaken. On the chapter it tried to see the theoretical base for the practice and challenges of performance appraisal at Ethiopian broadcasting corporation. Under this their definition and components under this topic will be discovered. On the later part of the chapter conceptual framework and related research done before by different scholars and their results in terms of the target purpose will be seen.

#### **2.1. Theoretical Literature Review**

##### **2.1.1. The concept of Performance**

Performance is often defined simply in output terms – the achievement of quantified objectives. But performance is a matter not only of what people achieve. The Oxford English Dictionary confirms this by including the phrase "carrying out" in its definition of performance. The accomplishment, execution, carrying out working out of anything ordered or undertaken. High performance results from appropriate behavior, especially discretionary behavior and the effective use of the required knowledge, skill, and competence. Performance management must examine how results are attained because this provides the information necessary to consider what needs to be done to improve these results (Armstrong, 2006).

The definition of performance leads to the conclusion that when managing performance both input (behavior) and output (results) need to be considered. It is not a question of simply considering the achievement of target, as used to happen in management by objectives schemes. Competency factors need to be included in the process. This is the so-called mixed model of performance management, which covers the achievement of expected levels of competence as well as objectives setting and review (Armstrong, 2006).

Performance appraisal is a formal program in which employees are told the employer's expectations for their performance and rated on how well they have met those expectations. Performance appraisal is used to support HR decisions, including promotions, terminations, training, and merit pay increases. Performance appraisal has been synonymous with performance review, performance evaluation, and other terms and combinations of terms. PA has, over time, referred to 1) an instrument or form to assess an employee's job performance, 2) an interview where an employee's job performance is assessed and feedback is given to the employee, 3) a system of setting employee job expectations/ employee actual job performance/assessing that performance/feedback to the employee on the performance assessment and how to improve it in the future/setting new goals and expectations for another period, or 4) performance management with job performance appraisal a part of it (Dessler, 2010).

According to Palaiologos, Papazekos, & Panayotoulou (2011) performance appraisal is the process of obtaining, analyzing and recording information about the relative worth of an employee. The focus of the performance appraisal is measuring and improving the actual performance of the employee and also the future potential of the employee. Performance appraisal and evaluation is identified as the identification, Measurement and management of human performance in organizations and provides individuals with useful feedback and coaches them to higher levels of performance. Performance appraisals are important part of organizational life because they can serve a number of functions/purposes, including solving performance problems, setting goals, administering rewards and discipline, and dismissal (Dickinson and Ilgen, 1993). Toppo & Prusty (2012) in their study entitled "From Performance Appraisal to performance Management" while discussing emergence of performance evaluation stated that formal appraisal of employee's performance is believed to have been started for the firsttime during the First World War, when at the instance of Walter Dill Scat, the US Army: adopted the "Man-to-man" rating system for evaluating military personnel.

This early employee's appraisal system was called "merit rating". From the army this concept entered the business field and was restricted to hourly-paid workers. During 1920s, relational wage structures for hourly-paid workers were adopted in industrial units and each worker was used to be rated in comparison to others for determining wage rates. Different scholars had given different

definitions for the term performance appraisal. Aswathapa (2007), indicated that an individual performance evaluation that taken place in an organization is called Performance Appraisal (PA). PA can also be called employee rating, employee evaluation, performance review, performance evaluation, or results appraisal. Performance appraisal is a subset of the performance management system and defined performance management system as a chain of actions intended to ensure whether the organization is acquiring the performance it needs from its employees or not (Mathis and Jackson, 2010). Performance Appraisal is the process through which an individual employee's behavior and accomplishments for a fixed time period are measured and evaluated, normally including both the quantitative and qualitative aspects of job performance (Chowdhury, 2014).

Performance appraisal is a systematic evaluation of the performance of an employee by his/her superiors. Generally, an appraisal is made by the supervisor or manager once/twice a year, it is a means of getting better results by understanding and managing performance within an agreed framework of planned goals, standards, and competency requirements (Joshi, 2013). Abraham (2020), discussed as performance appraisal is a way of assessing the quantitative and qualitative conduct of employees in the workplace. Joshi (2013), considered PA as a tool for distinguishing the differences between employees with respect to the job standards. PA can be used to measure employees' performance and prepare a platform for feedback about past, current, and future performance expectations (Mathis and Jackson, 2010). Performance appraisal is the process of evaluating the performance and qualifications of the employees in terms of the requirements of the job for which he 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. As Stated by (Batra, 2014), performance appraisal incorporates all formal procedures used to evaluate the personalities, contributions, and potentials of group members in an organization. It is a recurring process to secure information necessary for making correct and objective decisions on employees to accomplish the goal of performing appraisal, organizations must carefully plan and implement their evaluation systems accordingly.

Employee attitudes, behaviors, and organizational efficiency would all benefit from favorable performance evaluation. Higher employee performance, for example, is derived from the PA's ability to reflect, assess and measure an individual employee's behavior. Moreover, most importantly, the systems used could affect individual employees and the results had to be acceptable to the individual. Without this, performance appraisal can have a negative impact on productivity. Appraisal of individual performance in a company increases the entity's overall effectiveness as it indicates that there's major performance appraisal systems' functional areas like; management, information and inspirational. Appraisal influences administrative activities by facilitating a well-organized method of ascertaining compensation increments as well delegating authority along with responsibility to the most capable individuals Gachengo and Wekesa, (2017).

### **2.1.2. Performance Appraisal Process**

Since the basic purpose of performance appraisal is to make sure that employees are performing their jobs effectively, the process should be carried systematically. As far as the process is concerned, some argue that the top management of the organization should establish performance standards first, then communicate the standards to the employees, then measure actual performance of the employees, then compare it with the established standards and finally, take corrective actions if any (Matthis & Jackson, 2008). Though there is no rigid procedure to be followed, many writers agree that the process of performance appraisal commonly involves the following basic steps: (1) conducting job analysis; (2) establishing standards of performance; (3) communicating of performance standards to employee, (4) measuring actual performance; (5) comparison actual performance with standards; and (6) Initiating corrective action, if necessary (Aquinas, 2006; Daoanis, 2012; Mamoria & Rao, 2012).

Job analysis is performed as a basis for improvements, including: definition of a job domain; description of a job; development of performance appraisals, employee job performance standards are established based on the job description. Employees are predictable to successfully execute the duties stated in the job description. Therefore, job descriptions form the wide criteria beside which employees' performance are deliberated. According to Aquinas (2006), a standard is a value or specific criterion against which actual performance can be compared. The standards set for performance must be clearly defined and unambiguous. It should be attainable by the employee and it must be clear to both the appraiser and appraise. For the appraisal system to attain its

purposes, the employees must understand the criteria and standards against which their performance is measured. As long as the chance for employees to undoubtedly be aware of the performance standards will improve their incentive and promise towards their jobs. The aim of every appraisal system must be to allow for continuous communication between management and employees about job performance and should be geared for the total improvement of the organization as a whole (Daoanis, 2012). This is the responsibility of the immediate boss to observe the work performance of subordinates and evaluate it against the established job performance standards and requirement.

The aim of the performance measure is to detect departure from the expected performance level. Therefore, it is essential to compare the actual performances with the predetermined performance standards. When the comparison process takes place actual performance may be better than expected and sometimes it may be the opposite. If there is any deviation or not, discussion with the employee will enable to know their weakness and strengths. Weakness is discussed so that employee takes the concentration in improving their performance (Seidu, 2012). When performance appraisal is properly done, it provides feedback to employees about their performance and thus organizations also benefit by ensuring the employees' effort and ability to make a contribution to organizational success. But if it is poorly done it leads to unsatisfactory results for all concerned. And there is a possibility that in the year under review, the performance of subordinates might not be checked by supervisor regularly. In this case, the subordinates do not know how they are performing, and it also creates a problem for them to improve performance in case of any shortcomings or weaknesses. Therefore, it is necessary for supervisors to tell subordinates regularly about how they are working so that they can improve in case of any weakness (Ikramullah, Shah, Hassan, & Zaman, 2012).

The final step in the performance appraisal process is the initiation of corrective action (if necessary). Corrective action can be two types. One is immediate and deals mostly with a warning sign. The other is basic and studies the causes. The instant remedial act is often described as "relegation or putting out fires", whereas basic counteractive action gets to the foundation of divergence and seeks to regulate the dissimilarity enduringly. Coaching and counseling may be done or special assignments may be seen (Mamoria, & Rao, et al.).



The practice and process of the performance appraisal in any government employees under Federal Civil Service is according to the proclamation No. 262/2002 declared in chapter four, stating that the federal civil servants proclamation performance evaluation purpose is to enable civil servants (a) effectively discharge their duties in accordance with the expected level quality standard time; (b) Identify their strengths and weaknesses; (c) improve their “future performances and develop self-initiative. (d) The performance evaluation shall be transparent and shall be carried out with the collective participation of-civil servants working together. (e) The performance evaluation shall be carried out in accordance with directives issued by the Commission.

**Performance Standard:** - This is the first step in performance evaluation process. It is mandatory to make or set some standards and targets for the employees so that performance can be measured and compared with the standards. This step allows the supervisor and performance evaluator to make the criteria to judge the employees and keep an eye on the qualifying factors for those set standards. Setting up performance standards is also mandatory to look on the organization goals and objectives for the productivity of business (Caruth& John 2008).

**Communicating the Standards:** - After setting the performance standards and expected outcomes, the next integral part of the Performance Appraisal process is to communicate those standards to employees and educate them as to how to achieve the bench marks, It is mandatory that employees should know the standards clearly and have the idea on how to meet those. These standards will educate the employee about their main responsibilities and job roles and what is expected out of them. These standards should be communicated at the start of the year so that employees should know what to do in future. Management can modify or edit some of standards from the time to enhance the productivity but employees’ consent will be taken by the management to do so (Caruth& John 2008).

**Measuring the Actual Performance:** - After communicating the bench marks and required performance standards to the employee, the most important step is to measure the performance according to the set standards over the period of time, However, this is a difficult task for the evaluator but it has to be done. Measuring performance is an ongoing process throughout the year and the supervisors evaluates the performance and also keep an eye on the tasks and job

responsibility. By defining performance in terms of desired results is how managers and supervisors make their work assignments operational. Here, it is mandatory that choice of measuring performance method or technique should be appropriate that personal grudge does not affect the outcome of the process and help the employees rather than creating problems for them (Caruth& John 2008).

**Comparing the Actual Performance with Standard:** - Here, the next step is comparison of actual measured performance with the standards and benchmarks. This step is sensitive as it is dealing with the yardsticks to compare each task with the set targets, here the employee and supervisors should agree with the process. Comparison shows how employees have achieved the set targets and what divergence has been made to the benchmarks. This comparison tells either the performance is according to standards, above standards or below the standards. Measuring performance, evaluation, comparison and analysis are integral part of this step (Caruth & John 2008).

**Feedback; Discussion with Employees:** - As in process, management sets up standards and communicates those benchmarks to employees similarly after getting the performance appraisal, results should be communicated to the employees and they should be briefed about the standards and the actual performance they have given. There should be a One-to-One discussion on the results. The purpose of this feedback or discussion is to make the employees aware of his performance, achievements and short falls over a period of time but with a positive attitude. This step also contains the notion of motivation and encouragement to employees so that are loyal to organization and satisfied with the job as well (Caruth& John 2008).

**Corrective Action (Decision Making):** - The last step of performance appraisal process is making the decision on the bases of results taken from the evaluation step. This decision is about the improvement of employees, training on different tasks which are lagging behind, corrective actions, promotions and rise in salary, rewards, transfers and demotions (Caruth& John 2008). Selection of Performance Appraisal systems is the main part of the performance management and measurement. The literature shows that motivation, job satisfaction and employee loyalty with organization is directly linked with the Performance Appraisal systems. In the chapter, research

has thrown light on performance appraisal and its different methods widely used across the globe, performance appraisal process and linked strategies. By the side it has also highlighted the different performance appraisal problems that often occur in the process or performance measurement.

### **2.1.3. Performance Appraisal Methods**

Performance can be appraised by several methods. Different writers had categorized the performance evaluation techniques in different ways. Abraham (2020) categorized these techniques as Individual Evaluation Methods, Multiple-Person Evaluation method, and other methods. Each of these main categories has multiple techniques under them. Mathis and Jackson (2010), categorized the different techniques of PA as Traditional and Modern Methods. Decenzo and Robins (2010) categorized the techniques as Category Scaling Methods, Comparative Methods, Narrative Methods, and Management by Objectives (MBO). Some employers use one method for all jobs and some employers use different methods for different groups of employees, and others use a combination of methods (Decenzo and Robins, 2010). From all the literatures reviewed it can be concluded that, even if the categorization seemed different the detailed techniques under them have commonalities. Organizations currently use several methods to appraise performance. Jafari, Bourouni and Amiri, (2009) denominated that there are three existent approaches for measuring performance appraisal.

**Graphic Scaling Method/ Liner Rating Scale:** - It is the simplest and most popular technique to appraise employees. It allows the rater to evaluate employee performance on a range indicating low to high levels of particular characteristics. Quantity and quality of work, job knowledge, cooperation, attitudes, initiatives, attendance, dependability and honesty are some of the aspects to be considered for the appraisal (Aswathapa, 2007; Decenzo and Robbins, 2010; Mathis and Jackson, 2010; Joshi, 2013; Abraham, 2020). Commonly, five-point scales are used like 5, 4, 3, 2, and 1 or can be denoted points for various degrees of excellent-poor, high-low, or good-bad, and so on. Managers evaluate the employee according to defined factors, as the attributes printed on an evaluation form.

**Ranking Method:** - It is a way of ranking employees' performance from highest to lowest or from worst to best in the organization. Managers will make comparisons of an employee with the others, instead of making the comparison of each employee with some certain standards. The advantage of this method is a large number of employees can be evaluated in a shorter time.

However, the rank differences don't indicate how much an employee in the first rank is better than the employee in the last (Aswathapa, 2007).

**Critical Incidents Method:** - This method is very helpful to identify those employees who have the highest potential to work in a critical situation or handling sudden problem in the organization (Aswathapa, 2007; Mathis and Jackson, 2010; Joshi, 2013). It is a continuous appraisal method that employees are appraised continuously by keeping in mind the critical situation. In this method, only the case of sudden trouble and behavior associated with these incidents or trouble are taken for evaluation (Aswathapa, 2007).

**Essay Method:** - In this method, the evaluator is expected to write detailed information about the employees' characteristics, knowledge about organizational policies and the job, strength, weakness and etc. (Aswathapa, 2007; Mathis and Jackson, 2010). This method allows more flexibility than the other methods and many raters often combine the essay method with the other appraisal methods (Mathis and Jackson, 2010). It is a non-quantitative technique. The essay evaluation method has its own drawbacks like high subjectivity, poor essay writing skill of the evaluator, and time consuming (Abraham, 2020).

**Checklist Method:** - Joshi (2013), discussed that in this method the evaluator doesn't have a contribution in the employee evaluation rather the evaluator gives reports about the employee and the Human Resource (HR) department does the final rating. In this method, different questions related to employees' behavior will be presented.

**Forced Choice Method;** - It is a type of checklist that the rater must choose between two or more statements about an employee's work behavior (Joshi, 2013). For example, "would you rather go to a party with a group of friends or attend a lecture by a well-known political figure?"

Each of the statements may or may not be favorable so the evaluator's job is to identify the statement that mostly describes the individual being evaluated (Decenzo and Robbins, 2010). Managers indicate which items are most descriptive of the employee. The manager does not know the score equivalent of the expressions (Turgut & Mert, 2014).

**Management by Objectives:** - This is a method necessitating the attainment of pre-defined objectives. According to this method, managers and employees determine collectively the objectives for employees to meet during a specific period. Attainment of an objective is more important than "how it was attained". Employees are then evaluated with a view to how they have achieved their determined goals (Turgut & Mert, 2014). This method mostly cares about the results achieved or goals but not the process or methods employees used to achieve them.

**The 360-degree Method:** - The 360-degree appraisal system was first applied in one of the US factories in 1987, and then it was developed in 1990. The 360-degree appraisal is a powerful method and quite different from traditional manager-subordinate appraisals. As such, a 360-degree process does not replace the traditional one-to-one process - it augments it. It involves the appraisee receiving feedback from people (named or anonymous) whose views are considered helpful and relevant (Jong, 2011). 360-degree respondents can be the appraisee's peers, up-line managers, subordinate staff, team members, other staff, customers, suppliers, and anyone who comes into contact with the employees and has opinions/reactions of and to him/her.

**Absolute Standards:** - In the absolute standards, as performance appraisal approach, the employees are compared to a standard, and their evaluation is independent of any other employee in a work group (Dessler, 2000).

**Relative Standards:** - In this category, individuals are compared against other individuals. These methods are relative standards rather than absolute measuring device. The most popular of the relative methods are group order ranking, individual ranking and paired comparison.

## **2.2. Performance Appraisal Criteria**

According to Armstrong (2009), the decisive factor for assessing performance is supposed to be fair between: achievements in relative to objectives; the level of understanding and skills observed and applied (competences or technical competencies); behavior in the job as it influences performance (competencies); the degree to which behavior upholds the core values of the organization; day-to-day effectiveness. Employee performance decisive factors are separated below: each criterion should be checked in relation to the individual employee's duties and everyday jobs. Each criterion's degree of importance will vary according to the requirements of each employee's job.

The various criteria include, Knowledge of work, Quality of work, Quantity of work, Relationships, Attitude, Dependability and sense of responsibility, Relation with other employees and customers, Initiative at work and to help others, Punctuality on his/her job, Presence on his/her job, Involvement in teamwork. The criterion or criteria that management chooses to evaluate, when appraising employee performance, will have a major influence on what employees do. Generally, content to be appraised is determined on the basis of job analysis. Content to be appraised may be in the form of contribution to organizational objectives (measures) like production, cost savings, return on capital, etc. (Rao & Rao, 2004:220). Mathis and Jackson (1997:341) and Robbins (1998: 1204- 05), affirmed that criteria for evaluating job performances can be classified as trait-based, behavioral based, or results based as discussed below. Individual task outcomes: measure job-related results like number of deposits mobilized, number of customers served, number of new accounts opened, volume of transactions posted, number of tickets produced, etc. Behaviors: measure observable physical actions and movements. In many cases, it is difficult to identify specific outcomes that can be directly attributable to an employee's action.

Traits: Trait based criterion identifies a subjective character trait such as "pleasant personality", "initiative," or "creativity" and has little to do with the specific job. Such traits tend to be ambiguous, and courts have held that evaluation based on traits such as "adaptability" and "general demeanor" is too vague to use as the basis for performance-based HR-decisions. 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 (Pan and Li, 2006) and (Ivancevich, 2004). Generally, criteria are relevant when they measure employees on the most important aspects

of their jobs. Mathis and Jackson (1997:341), again supplemented that jobs usually include many duties and tasks, and so measuring performance usually requires more than one dimension. If the performance criteria leave out some important job duties, they are deficient. If some irrelevant criteria are included in the criteria, the criteria are said to be contaminated. Managers use deficient or contaminated criteria for measuring performance much more than they should.

### **2.2.1. Performance Appraisal Feedback**

In 2017 Emerald publishing limited conducted a study on positive outcomes of negative feedback: succeeding with performance appraisals, the main objective of the paper was to review the latest trends and management development across the globe and pinpoint the practical implications from cutting edge case studies and research studies. The methodology approach was a preparation by independent writers who added their own impartial comments and placed the articles in context. The findings indicate that organizations which endeavor to constantly improve are best placed to gain competitive edge over their competition and performance appraisal and performance appraisal feedback are critically important because the process offers organizations a valuable opportunity to measure how each staff in relations to previously established standards and expectations. But until appraisal feedback becomes a reality some staff will always underperform therefore organizations must be able to address the issues to avoid alienating those employees who are willing to pull their weight. And negative feedback remains an important part of appraisal mix (Emerald Publishing Limited, 2017). The methodology used for this study was biased because the approach was a preparation by independent writers who added their own impartial comments and placed the articles in context.

Kuvaas (2011) carried research on the interactive role of performance appraisal reactions and regular feedback and his intentions were to test the relationship between performance appraisal reactions and staff outcomes in terms of affective organizational commitment and workplace performance. The study adopted a cross sectional survey of 803 from three organizations located in Norway. His study established that perceived helpfulness of performance appraisal was directly related to affective commitment and the relations between performance appraisal and work performance was significant only for employees reporting higher levels of perceived regular feedback. At the same time the relationship between performance appraisal reactions and work

performance was moderated by regular feedback that's suggest formal performance appraisal cannot compensate for low levels of regular feedback (Kuvaas, 2011).

Robinson and Fink (2009) established that there are a number of flaws in the evaluation process. However, formal performance appraisal programmers have often yielded disappointing and unsatisfactory results. According to Robinson and Fink (2009) performance appraisal should be abandoned as the last hope as they outline pitfalls and problems as evidence and at the same time consider the potentials of performance appraisal programs. The issues should not dwell on whether to scrap but rather it should be to make them better. The irony is that time becomes an enemy when performance appraisal feedback is not dealt with openly. In order to prevent the larger problem continuous feedback and documentation are very important. One reason for failure is that firms often select extensively from the wide battery of available performance appraisal techniques without really thinking about which particular technique is best suited to a particular appraisal objective.

### **2.2.2. Challenges of Performance Appraisal**

According to Adeba (2014), challenges of performance appraisal are raised from employees and manager's side. From employee's face, employees find objectionable performance appraisal for the terror of disparagement on their feeble side of their job performance, dread that their salaries, promotions, and their fate with the organization pivot winning the outcomes of this domino effect. Challenges of the performance appraisal from managers' side include Cultural problem (Avoiding Negative Feedback as it is not part of Organizational Culture), Negative assumption (Lack of confidence on the appraiser by appraise), Mismatched work assignment, Fear of loss of position. John (2011) with his magazine has explained some challenges/problems with performance appraisal. He categorized them as, most serious performance appraisal challenges, process-related, instrument (form) challenges, manager/execution challenges, employee/subject challenges and timing issues. The most serious ones include, not assessing real performance (rather ending up in comparison of manager's traits with the employee), Occasional feedback, non- data-based assessment, Lack of responsibility.



The performance appraisal challenge in organizations has many dimensions in today's business environment and creating focused initiatives to overcome these challenges is not a silver bullet approach. In many cases remuneration schemes are driving the performance system, which creates a number of long term consequences in organizational behavior and culture. In other cases, senior management are so focused on scorecard management to hold people accountable that the creation of the scorecard is not aligned with business focus areas, but rather a number of deliverable projects and tasks. (Rusli Ahmad and Sopian Bujang, 2013) lists challenge of performance appraisal system.

**Lack of Alignment:** - The first challenge is the lack of alignment due to various organizational processes being created in isolation. The link between strategy development, budgeting, and operational planning is often developed by different groups of people using different frameworks. This disjointed approach results in a performance appraisal system that lacks alignment between individual performance, departmental performance, and organizational delivery. Consequently, the system defaults back to financial measurements rather than reflecting a holistic view of performance.

**Lack of Measurements:** - Another significant challenge in the performance appraisal process is the lack of effective measurement. Poor measures are often developed, where targets are set but no relevant metrics are put in place. In some instances, no data is collected or kept as evidence to track performance. This lack of measurement undermines the effectiveness of the performance appraisal system, making it difficult to accurately assess performance at various organizational levels. As a result, the system tends to revert to financial metrics rather than meaningful performance indicators, further exacerbating the issue of misalignment (Batera, 2014; Mekonnen, 2016).

**Leadership and Management commitment:** - The Leadership and Management challenge has a huge impact on integrating and aligning a management system to deliver a comprehensive performance management system. The commitment and understanding of leadership and management of the requirements for achieving a workable performance system is critical to performance success.

**Managing of the performance system:** - Managing a performance system in an organization requires a disciplined framework; it requires the organization to work off one master plan broken

down into relevant parts and areas of responsibility. The management responsibility at various levels needs to understand the contracting, measurement development and appraisal process very well and apply it consistently. Secondly management needs to appreciate that performance management is not an event but something that is managed daily but recorded and reported at certain times through reviews and appraisals.

**Managing poor performance:** - The management of poor performance is normally a reactive action, but in many cases, it is delayed and therefore turns into a discussion that is difficult to make relevant. Another reason poor performance is not managed on time is the lack of valid measurements and the collection of required evidence and measurement data. (Adapted from a PhD dissertation 'Integrated Performance Management Systems' by Dr Marko Saravanja).

**Capability of the Raters:** One of the significant challenges in performance appraisal systems (PAS) is the limited capability of raters. Often, raters lack the necessary knowledge and skills required for effective appraisal, leading to biases, unfair evaluations, and unreliable results. Despite the presence of formal evaluation forms and standards, employees frequently distrust these evaluation tools, further complicating the appraisal process (Smith, 2019; Johnson, 2017).

**Subjectivity and Bias:** Subjectivity remains a prevalent issue in PAS within organizations. Even though the appraisal process is designed to be objective, the implementation often results in subjective evaluations. This subjectivity undermines employees' trust in the appraisal system and diminishes their support for it, ultimately preventing the system from achieving its intended objectives (Brown, 2020; Davis, 2018).

**Design Challenges:** Effective performance appraisal systems and tools must be tailored to meet the specific needs of an organization. The design process should involve extensive consultation with key stakeholders, particularly future users of the system. This engagement is crucial for building trust and fostering relationships with employees and relevant stakeholders (Jones, 2015; White, 2016).

**Communication Challenges:** Communication is critical for the success of performance appraisal systems. Effective communication ensures the dissemination of relevant information, secures buy-in from system users, alleviates fears and concerns, reduces resistance to change, and fosters commitment to the system (Lee, 2017; Kim, 2018).

**Timing Challenges:** Determining the appropriate timing for performance appraisals is often challenging. Organizations typically schedule appraisals based on the employee's hire date or a fixed annual date. Conducting appraisals according to the hire date allows managers to allocate sufficient time for a thorough and productive appraisal (Miller, 2019; Green, 2020).

**Incompetence:** All stakeholders involved in the performance appraisal system must possess adequate knowledge, attitudes, and skills to effectively utilize the system. Essential skills include developing performance indicators, defining key results areas, understanding core management competencies and performance agreements, measuring performance indicators, communicating results and feedback, and monitoring and evaluating the performance management system (Wilson, 2016; Thompson, 2018).

**Use of Results:** A major issue in performance appraisal is the utilization of the information gathered. Without proper implementation of the results, the appraisal process becomes ineffective. Often, managers complete the appraisal process but then disregard the results, rendering the effort meaningless (Adams, 2014; Clark, 2016).

### **2.2.3. Expectancy Theory**

This theory was proposed by Victor Vroom in 1964 and it stress and focuses on outcomes. According to Lucas and Diener (2007) expectance theory is a set of decision theories of work of motivation and performance. Perception plays a vital role in this theory because it emphasizes on cognitive ability to anticipate likely consequences that result from behavioral action (Krentner & Kinicki, 2011). As explained by Vroom (1964) the expectancy theory has two major assumptions that is individuals have a perception about the concerns that result from their interactive engagements and casual relations among the outcomes and second assumption is individual has effective reactions to certain outcomes that is both positive and negative value (Lucas & Diener, 2007). According to this theory individual are motivated to perform by two expectations. Expectancy is the probability that the effort will always lead to desired performance and second expectancy is that particular performance will lead to preferred outcomes.

While some efforts will not be rewarded, the employee will not be motivated with to perform specific task. Expectancy theory relies upon motivators to clarify the causes of behavior at a work station, external rewards are viewed as motivators that fuel behavior as opposed to intrinsic motivators when behavior are driven from internal forces.

The theory is about choice because it describes the steps a person takes through when making decisions. Moreover, the theory assumed which workers' behavior is based on conscious selection from a set of possible substitutes. According to the Expectancy Theory, the chosen behavior will always satisfy the desire for satisfaction while minimizing stress. The existence of three major factors determines the effectiveness of the theory; Expectancy is all about employees own effort and relation to good performance. Instrumentality refers to an employee's perception of the extent to which performance at a given level will result in achievement of outcome consequently this can be achieved by organizations fulfilling assurances of more rewards like bonuses and promotions. Over the course of performance process, Instrumentality requires transparency. Awareness in Vroom's Expectancy Theory is an important factor in helping an organization provides everything it needs to motivate its employees. The principles of Vroom's Expectancy incentives relate not only to the employee's personal interest in compensation, but also to the relevance that the employee has in relation to performance and results He, W., Li, S. L., Feng, J., Zhang, G., & Sturman, M. C. (2021)

#### **2.2.4. Empirical review**

Different studies have suggested that performance appraisal system fails to communicate the feedback to employees on time, employees are not clear about the purpose of performance appraisal, the timing of performance appraisal and employees have no the opportunities of learning around their work place specifically like: in sharing of information for improvement and employees' participation in making suggestions; respondents replied negatively (Eniye Dargie, 2007, p. 52 & Desalegn Amlaku, 2010, p. 73). The philosophy of performance management emphasizes the importance of employees planning how they are going to achieve their objectives, and then obtaining feedback data themselves. The rapid development of management information systems in recent years has increased the capacity to provide quantitative and timely feedback. From those prior studies, arguably we can define that there are four activities in the performance appraisal cycle in organizations, namely, defining the performance, measuring and evaluating the Performance, giving feedback to the employee, and applying the results in the different organizational system as noted by Warokka et al., (2012, p. 7). By using this performance appraisal method, an organization can evaluate the level of performance of an employee and keep the record of their performance achievement as well. Meanwhile, one important function of performance appraisals is to encourage, guide, and improve employee performance. To be effective, the performance appraisal must be relevant and the measurement standards must be clear. Relevance refers to the degree to which the performance measurement includes necessary information; that is, information that indicates the level or merit of a person's job performance. To be relevant, the appraisal must include all the pertinent criteria for evaluating performance and exclude criteria that are irrelevant to job performance.

The current studies emphasized that the performance appraisal practices have not defined criteria and are not engaging with the participations of all employees and, accordingly, organizations are doing not want to adopt best practices of performance appraisal would manifests differently from institution to institution. For instance, raters and the performance appraisal system itself are the major sources of problems in the appraisal process. In this respect, employees' contribution towards the problem is relatively low Zelalem Bayisa (2007, p. 58). As he used questionnaires designed using Likert scale and the open-ended questions shown that a performance appraisal is

done simply to fulfill formalities, and hence no subsequent action is taken after the evaluation is over. Moreover, respondents argued that there is not timely feedback, lack of transparency; inconsistency, inaccuracy, and subjectivity of the rating were identified to be the major sources of problems Zelalem Bayisa (2007, p. 59).

In other words, performance appraisal system has many or multidimensional problems in Ethiopian institutions context; there is no written policy about the performance appraisal system and the objective of performance appraisal, there is no standard set to which the performance appraisal result is to be compared with it. Again, there is no training given for both appraisers and appraisees about how to conduct performance appraisal and its objective. This is supported by the findings of (Eniye Dargie, 2007, p. 53, & Chemedir Diriba, 2012, p. 113 & Nigatu Teshome, 2007, p. 38 & Mohammed Saeed, 2011, p. 40).

According to Dega (2013) the practices of performance planning and evaluation system at Moha Soft Drinks Industry S.C Teklehaimanot plant concludes that If employees are not evaluated based on the current job they are performing and not given an explanation of the reasons behind each rating, they will not be able to know what was done well and what was missing to make an effort to improve their performance. Instead, they will be de-motivated and indifferent to the whole process which makes the appraisal system useless and only a waste of the supervisor's time. According to Kassim (2014), employee performance evaluation practices and challenges at Ethiopian Road Construction Corporation concludes that, As the study result showed, in the corporation, there is no trend of employee participation in the development of work plan. As indicated in the study, the work plan of employee performance evaluation was developed by the performance management team, regardless of the participation of employees. This practice decreases the initiation of employees to implement the plan as their concern.

## CHAPTER THREE

### RESEARCH DESIGN AND METHODOLOGY

#### **2.3. Research design**

To achieve the objectives of this study, a mixed-method research design was employed. Descriptive research methods were used to describe and interpret the existing conditions, practices, beliefs, and trends related to performance appraisal at the Ethiopian Broadcasting Corporation (EBC). Descriptive research is concerned with the conditions or relationships that exist, the practices that prevail, the beliefs that are held, the processes that are ongoing, and the effects that are being felt. This design allowed for a comprehensive understanding of the performance appraisal practices and challenges at EBC.

#### **2.4. Research approach**

A mixed research approach was adopted to effectively address the research questions and objectives. This approach combined both qualitative and quantitative methods, enabling a more robust analysis. Data were collected through structured questionnaires and interviews, which provided a comprehensive view of the impacts of employee benefits on employee productivity and company performance. This approach was chosen because it allows for the collection of diverse data from a sample population, facilitating a thorough investigation of the topic.

#### **2.5. Data collection techniques**

Both primary and secondary data were collected for analysis. Primary data were gathered using structured questionnaires, interviews, focus group discussions, and other convenient methods. Secondary data were sourced from research papers, publications, reports, and internet sources. This combination of data sources ensured a rich and comprehensive dataset for analysis.

#### **2.6. Data collection tools**

Data were acquired in both quantitative and qualitative formats from primary and secondary sources. Primary data, collected through questionnaires, provided unique insights into the research questions. Secondary data were obtained from official documents, reports, research

papers, books, magazines, and internet sources. In-depth interviews were conducted to gather detailed information from various documents. The questionnaires distributed to selected respondents allowed for the collection of detailed data and information about the subject under study.

## **2.7. Population and Sampling**

### **2.7.1. Target Population**

The study focused on the performance appraisal practices at EBC. The target population included the employees involved in the performance appraisal process at EBC. According to Cooper and Schindler (2008), the population is defined as the total collection of elements under study from which references are made. The target population for this study comprised the 2,200 permanent staff members working at EBC.

### **2.7.2. Sample size determination**

The sample size was determined based on the purpose of the study, the population size, and five specified criteria: population variability (approximated p), the maximum allowed error (E), confidence interval (Z), and the probability of the population not occurring (q). Given the moderate number of employees at EBC, the sample size was calculated using Cochran's formula (1963).

$$n = \frac{z^2 \cdot p \cdot q}{e^2}$$

Where:

- n is the total number of samples required
- z is the critical table value of the confidence level (Z = 1.96)
- p is the population variability (p = 0.3)
- q is the probability of the population not occurring (q = 1 - p = 0.7)
- e is the maximum allowed error (e = 0.05)

Using this formula, the sample size was calculated as follows:

$$n = \frac{1.96^2 \cdot 0.3 \cdot 0.7}{0.05^2} \approx 339$$

Thus, the study sampled approximately 339 individuals from the target population.



### **3.5.3. Methods of Data Analysis**

The collected data were analyzed using both qualitative and quantitative methods. Quantitative data were analyzed using statistical techniques to identify patterns and relationships, while qualitative data were analyzed thematically to identify key themes and insights.

### **3.5.4. Methods of Data Presentation**

The findings of the study were presented using tables, graphs, and descriptive narratives to provide a clear and comprehensive understanding of the performance appraisal practices and challenges at EBC.

### **3.5.5. Validity and Reliability**

**Validity Test:** since validity of a research study is a conceptual and scientific soundness, the test focused on eliminating or minimizing the effect of extraneous influences, variables and explanations that might detract the accuracy of the ultimate findings. After the researcher has constructed the questionnaire, pre-testing was done with persons who have knowledge of the area by allowing them to read it. This is done to ensure that the questionnaire is clear to respondents and can be completed in useful way (Adam et al., , 2007), then, the instrument was evaluated by academic advisor prior to the data collection so as to Maintain its validity and to increase the accuracy and usefulness of the findings in which it allows greater confidences of the study.

**Reliability** refers to the stability of the measure used to study the relationships between variables (Ghauri, &Gronhaug., 2010), the questions in the questionnaire were designed taking into consideration the issues related to the problem and goals of the study and theories on the subject. The reliability of the study was conducted by using Cronbach's alpha. Reliability refers to the consistent of measurements throughout the entire finding of the study and it is a determination of obtaining the same results within the sample respondents. Therefore, the reliability checks for internal consistency of variables were done on questionnaire using Cronbach Alpha coefficient before distributing the entire sample population.

A comprehensive measurement must fulfill the tests of validity and reliability; validity is the most critical criterion that indicates the degree to which an instrument measures what it is supposed to measure (Kothari, 1984). To ensure this, the study's advisor has evaluated and verified the instrument's content appropriateness and the measurement's scale; peers also have commented.

### **3.5.6. Ethical Considerations**

An ethical consideration was examined by the researcher. Respondents have the option of participating or not participating in the survey, and the survey enumerator will inform them of the poll's aim as well as the confidentiality of their responses. Emerging ethical considerations will evaluate and addressed during the study's execution. The objective and importance of the study, as well as confidentiality, will state in the introduction section of the questionnaire for this purpose. Respondents will advise that they have complete freedom to fill out the questionnaires or withdraw from the study at any time, with no negative consequences, and that their participation or non-participation would not hurt them. Structured questionnaires were given to obtain primary data. To shield their responses from predisposition, only generic information writes in the paragraph of the questionnaire. Respondents' confidentiality will maintain, and their identities will not reveal. Finally, by recognizing every reference used all research findings will not be concealed and are free of plagiarism. Furthermore, the study conducted in an open-minded manner, with attitudes expressed as they are. Nothing was changed or modified.

## CHAPTER FOUR DATA ANALYSIS AND INTERPRETATION

This section is organized by presenting the general information about the respondents, were presented and data collected through questionnaires were analyzed at the same time. This study was distributed 339 questioners to the respondents. The first section of this chapter presents the profiles of respondents. The second section in this chapter is on the analysis, presentation and interpretation of the relationships under the practice and challenges of performance appraisal at Ethiopian broadcasting corporation. The presentation and interpretation were in line with the study's objective. The findings are presented in the form of tables showing frequencies, percentages, mean and standard deviation. Since descriptive and explanatory research design was used in this study, descriptive and inferential analysis was carried out in this chapter. For each research objective, descriptive and inferential analysis was first done by use of the percentiles and frequencies. The findings are based on the responses of sample the practice and challenges of performance appraisal at Ethiopian broadcasting corporation with the help of structured questionnaire in the study area.

### 4.1 Response Rate

Table 4.1: Response Rate

No.	Respondents' category	Frequency	Percentage
1	Responded	318	94%
2	Did not responded	21	6%
Total		339	100%

(Source: SPSS output survey data, 2024)

This chapter examines the elements of Determinants of customer satisfaction: in the case of Ethiopian airline. The survey had a sample size of 339 respondents and 318 respondents returning

questionnaires, yielding a response rate of 94% percent. It is a reliable response rate for data analysis as Babbie (2002) posited that any response of 50 % and above is adequate for analysis. Moreover, it is possible to generalize that as the response rate indicates all of the respondents were happy towards the study and its findings

#### 4.2 General Information of the Respondents

This section profiles the respondents in respect to gender, age, level of education, year of experience of the respondents of employee’s performance. The items in the research instruments used in the study informed profiling of the respondents in the practice and challenges of performance appraisal at Ethiopian broadcasting corporation

##### 4.2.1 Gender of respondents

Figure 4.2 genders of the respondent

Genders of the respondent					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	170	53.5	53.5	53.5
	female	148	46.5	46.5	100.0
	Total	318	100.0	100.0	

(Source: SPSS output survey data, 2024)

The data sought on whether respondents were males or females. The study found it important to analyze gender distribution of the respondent so, as to compare the level of participation in managers and employees of Ethiopian Broadcasting Corporation. The study did not consider any of the gender in the selection of respondents. Respondents asked to indicate their gender. From the findings of the males made the majority of the respondents having 170 (53.5 %) and the females having 148 (46.5 %) as shown the above table. This indicates the majority of the respondents are males.

#### 4.2.2 Age of the respondent

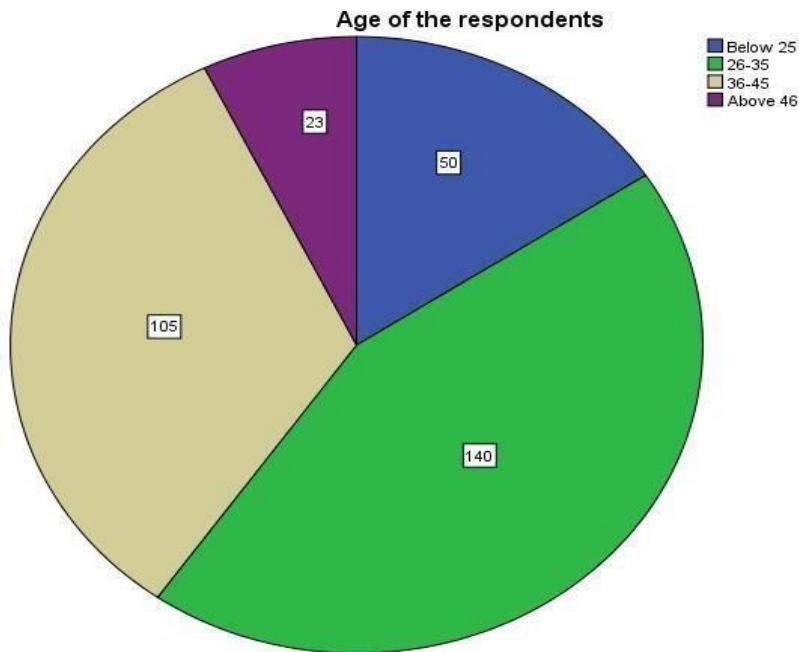


Figure 4.1 ages of the respondents

Source: - SPSS output survey data 2024

From the given figure above Respondent asked to indicate their age group in years. This done to understand the age distribution of the respondents since an individual's age was not a consideration in the selection of respondents in this study. Age groups classified into four categories: as we see the below 25 years; 26-35 years, 36-45 years and above 46 years. Regarding to respondent Age category in year majority 140 (44%) of respondents are participated at age of 26-35 years old, similarly the second highest number 105 (33%) of respondents are at age of 36-45 years. on other hand the list participated respondents are below 25-year-olds are 50(15.7) and finally above 56 years old are 7 (2.2 %). This confirms that 140 (44 %) of respondents were youths between the age of 26-35 years. About the age, distribution of the respondent majority of them found at young and youth age and well known the practice and challenges of performance appraisal at Ethiopian Broadcasting Corporation

### 4.2.3 Education level of respondents

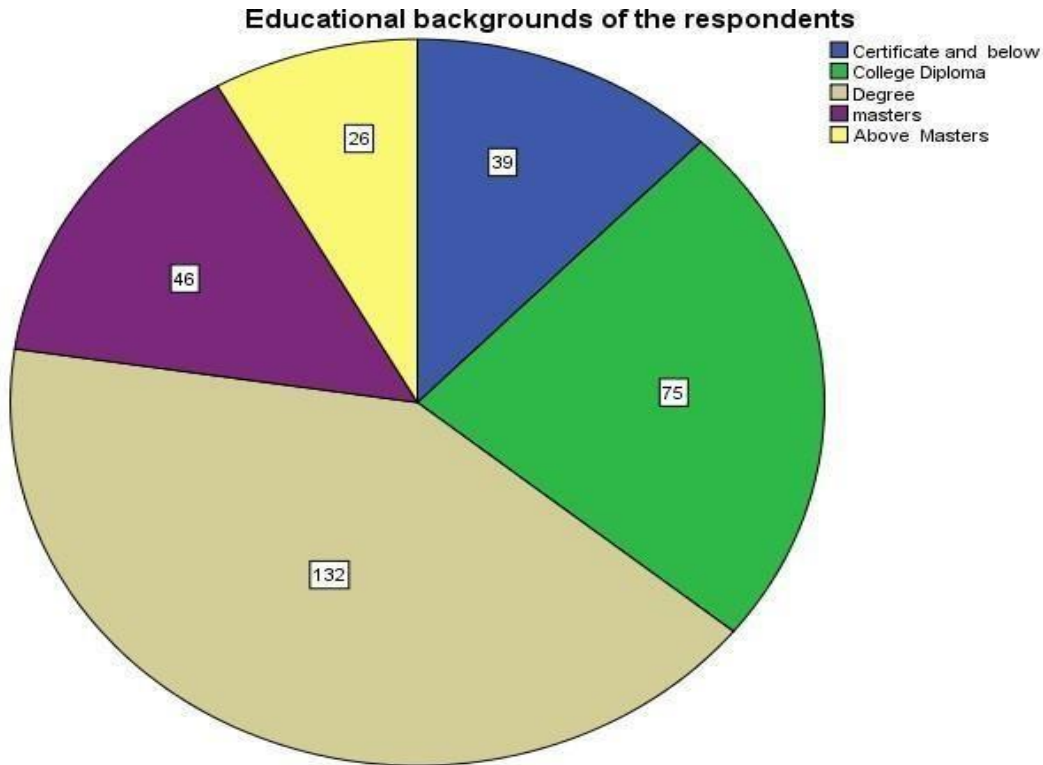


Figure 4.2 Educational levels of the respondents

Source: - SPSS output survey data 2024

From the figure above the respondents asked to indicate their highest level of education. Respondent's level of education important in this study in respect to responding to the research instruments as well understanding the practice and challenges of performance appraisal at Ethiopian Broadcasting Corporation. The study sought to establish the educational level of respondents from the findings of the respondents 39 (12.3 %) had certified and below followed by those diplomas 75 (23.6%) whereas first degree was the majority of the respondents having 132 (41.5%) and with master's level of education having 46 (14.5%) as shown in the table above. Finally, 26 (8.2%) of the respondents are above masters. From this majority of the respondents were educated and have knowledge in the practice and challenges of performance appraisal at Ethiopian Broadcasting Corporation

#### 4.2.4 Work Experience of respondents

**Table 4.3 Work Experience of respondents**

Work Experience of respondents					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	below 1 years	25	7.9	7.9	7.9
	1-5 years	136	42.8	42.8	50.6
	6-10 years	92	28.9	28.9	79.6
	11-15 years	45	14.2	14.2	93.7
	above 15 years	20	6.3	6.3	100.0
	Total	318	100.0	100.0	

Source: - SPSS output survey data 2024

From the given table above the study sought to establish that the work experience of respondents. From the findings of the respondents below 1 years are 25 (7.9%), 1-5 years 136 (42.8 %) followed by those 6-10 years 92 (28.9 %), 11-15 years 45 (14.2 %), and above 15 years 20 (6.3 %) as shown the above table. So, the established of the work experience of the respondents from the findings the majority of them are from 1-5 years which is 136 (42.8 %) years followed by 6-10 years' work experience About the education, distribution of the respondent majority of them found at young and youth age which were found under work group and have knowledge about the practice and challenges of performance appraisal at Ethiopian Broadcasting Corporation

#### 4.2.5 Martial states of respondents

**Table 4.4 Martial states of**

Martial states of the respondents					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	single	86	27	27	27
	married	200	63	63	90
	Divorce	32	10	10	100.0
	Total	318	100.0	100.0	

**Source:** Own survey, 2024 SPSS out put

From the given table 4.4 above Respondent asked to indicate their Martial states. This done to understand the Martial states of the respondents since an individual's Martial states was important in the selection of respondents in this study. From the total respondent's considered 63% of the respondents are married where as 27% of the given respondents are single and finally the remaining respondents of 10% are divorce. In general, from the information given majority of the respondents are married as result the will highly contributed to the survey data about the practice and challenges of performance appraisal at Ethiopian Broadcasting Corporation.

#### 4.2.6 Descriptive Statistics

The objective of the study was investigating the practice and challenges of performance appraisal at Ethiopian Broadcasting Corporation. This section contains descriptive statistics of the research variables namely performance appraisal Process, Methods, Evaluation criteria, feedback and Challenges.

#### 4.2.7 Descriptive Statistics of performance appraisal process

This section presents the analysis of performance appraisal process obtained from the results. Interpretation of the data and findings in the following discussion produced the mean score and standard deviation of the responses of respondents on the practice and challenges of performance



appraisal at Ethiopian Broadcasting Corporation. The questions were scaled by using a five-point Likert scale in which 1= strongly disagree, 2= Disagree, 3 = Neutral, 4 = Agree, 5 = strongly Agree to rate the exhibited performance appraisal process. The analysis of the performance appraisal process was investigated by using means and standard deviations from the results. The results of the means were interpreted based on: 1-1.49 = Very Low; 1.5-2.49 = Low; 2.5-3.49 = Moderate; 3.5-4.49 = High; 4.5-5.0 = Very high.

Table 4.5 Descriptive Statistics of performance appraisal process

<b>Descriptive Statistics</b>					
	N	Minimum	Maximum	Mean	Std. Deviation
The objectives of PA are clear to employees	318	1.00	5.00	3.7642	1.06465
The appraisal process at EBC is fair and unbiased	318	1.00	5.00	3.7799	1.18160
Employees are getting further career development or HR decision	318	1.00	5.00	3.6761	1.18832
The appraisal process at Ethiopian Broadcasting Corporation (EBC) clearly defines performance goals	318	1.00	5.00	3.5629	1.25620
The feedback and development provided during the appraisal process at EBC are effective	318	1.00	5.00	3.6792	1.15827
The appraisal process at EBC aligns well with the overall organizational goals and objectives	318	1.00	5.00	3.8868	1.12881
Valid N (listwise)	318				
Aggregate mean and SD				3.72485	1.164583

**Source:** Own survey, 2024, SPSS out put

The aggregate mean and SD of statements listed response from the respondents is ( $M=3.72485$  and  $SD =1.164583$ ). This indicates that respondents were highly agreeing on performance appraisal process on the practice and challenges of performance appraisal at Ethiopian Broadcasting Corporation. From the given table 4.5 above when we see the mean values on performance appraisal process, the highest mean value of 3.8868 and SD of 1.12881 in which respondents stated that The appraisal process at EBC aligns well with the overall organizational goals and objectives, The appraisal process at EBC is fair and unbiased having a highest mean value of 3.7799 and SD of 1.1816 and The objectives of PA are clear to employees having a highest mean value of 3.7642 and SD of 1.06465 respectively.

On the other hand, respondents stated that the feedback and development provided during the appraisal process at EBC are effective having a means of 3.6792 and SD of 1.15827, Employees are getting further career development or HR decision with a means of 3.6761 and SD of 1.18832 and the appraisal process at Ethiopian Broadcasting Corporation (EBC) clearly defines performance goals with a means of 3.5629 and SD of 1.25620 respectively.

Generally from the response of the respondents performance appraisal process for the practice and challenges of performance appraisal at Ethiopian Broadcasting Corporation having aggregate mean and SD of statements listed response from the despondence is ( $M=3.72485$  and  $SD =1.164583$ ) which lies between the range of [3.5 - 4.49] and it felt high mean range Section and performance appraisal process were one of the practice and challenges of performance appraisal at Ethiopian Broadcasting Corporation.

As far as the process is concerned, some argue that the top management of the organization should establish performance standards first, then communicate the standards to the employees, then measure actual performance of the employees, then compare it with the established standards and finally, take corrective actions if any (Matthis & Jackson, 2008). The aim of every appraisal system must be to allow for continuous communication between management and employees about job performance and should be geared for the total improvement of the organization as a whole (Daoanis, 2012).

#### 4.2.8 Descriptive Statistics of Performance Appraisal Methods

This section presents the analysis of Performance Appraisal Methods obtained from the results. Interpretation of the data and findings in the following discussion produced the mean score and standard deviation of the responses of respondents on the practice and challenges of performance appraisal at Ethiopian Broadcasting Corporation. The questions were scaled by using a five-point Likert scale in which 1= strongly disagree, 2= Disagree, 3 = Neutral, 4 = Agree, 5 = strongly Agree to rate the exhibited Performance Appraisal Methods. The analysis of the Performance Appraisal Methods was investigated by using means and standard deviations from the results. The results of the means were interpreted based on: 1-1.49 = Very Low; 1.5-2.49 = Low; 2.5-3.49 = Moderate; 3.5-4.49 = High; 4.5-5.0 = Very high.

Table 4.6 Descriptive Statistics of Performance Appraisal Methods

<b>Descriptive Statistics</b>					
	N	Minimum	Maximum	Mean	Std. Deviation
Performance Appraisal Methods evaluated by comparing with co-workers	318	1	5	3.85	1.098
The rating scales used in the appraisal process accurately capture employee performance at EBC	318	1.00	5.00	3.8836	1.12429
All criteria are equally weighted at EBC	318	1.00	5.00	3.3270	1.29788
There is enough time to hear and address employees' challenges	318	1.00	5.00	3.4245	1.32637
The critical incidents documented during the appraisal process reflect employee actual performance at EBC	318	1.00	5.00	3.9748	.98538
The 360-degree feedback method provides a comprehensive assessment of my performance at EBC	318	1.00	5.00	3.9245	1.15131
Valid N (listwise)	318				
Aggregate mean and SD				3.7307	1.18657

**Source:** Own survey, 2024, SPSS out put

The aggregate mean and SD of statements listed response from the respondents is (M=3.7307 and SD =1.18657). This indicates that respondents were highly agreeing on Performance Appraisal Methods on the practice and challenges of performance appraisal at Ethiopian Broadcasting Corporation. From the given table 4.6 above when we see the mean values on Performance Appraisal Methods, having a highest mean value of 3.9748 and SD of .98538 in which respondents stated that The critical incidents documented during the appraisal process reflect employee actual performance at EBC, The 360-degree feedback method provides a comprehensive assessment of my performance at EBC having a highest mean value of 3.9245 and SD of 1.15131 and The rating scales used in the appraisal process accurately capture employee performance at EBC having a highest mean value of 3.8836 and SD of 1.12429 respectively.

On the other hand, respondents also stated that Performance Appraisal Methods evaluated by comparing with co-workers having a highest mean value of 3.85 and SD of 1.098, There is enough time to hear and address employees' challenges having a highest mean value of 3.4245 and SD of 1.32637 and All criteria are equally weighted at EBC having a highest mean value of 3.3270 and SD of 1.29788 respectively.

Generally, from the response of the respondents Performance Appraisal Methods for the practice and challenges of performance appraisal at Ethiopian Broadcasting Corporation having aggregate mean and SD of statements listed response from the despondence is (M=3.7307 and SD =1.18657) which lies between the range of [3.5 - 4.49] and it felt high mean range Section and Performance Appraisal Methods were one of the impacts of performance appraisal at Ethiopian Broadcasting Corporation.

#### **4.2.9 Descriptive Statistics of Performance Appraisal Criteria**

This section presents the analysis of Performance Appraisal Criteria obtained from the results. Interpretation of the data and findings in the following discussion produced the mean score and standard deviation of the responses of respondents on the practice and challenges of performance appraisal at Ethiopian Broadcasting Corporation. The questions were scaled by using a five-point Likert scale in which 1= strongly disagree, 2= Disagree, 3 = Neutral, 4 = Agree, 5 = strongly

Agree to rate the exhibited Performance Appraisal Criteria. The analysis of the Performance Appraisal Criteria was investigated by using means and standard deviations from the results. The results of the means were interpreted based on: 1-1.49 = Very Low; 1.5-2.49 = Low; 2.5-3.49 = Moderate; 3.5-4.49 = High; 4.5-5.0 = Very high.

Table 4.7 Descriptive Statistics of Performance Appraisal Criteria

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Sd. Deviation
Knowledge of the job is a factor in Performance Appraisal	318	1.00	5.00	3.7327	1.20760
In Performance Appraisal, quality of work taken as a factor	318	1.00	5.00	3.5849	1.28472
Initiation is a critical factor in Performance Appraisal	318	1.00	5.00	3.6918	1.18321
Interpersonal relationship is critical in Performance Appraisal	318	1.00	5.00	3.9403	1.09179
The appraisal criteria used at EBC accurately reflect the requirements of employee job role	318	1.00	5.00	4.0063	1.03562
The expectations and standards set by the appraisal criteria at EBC are clear	318	1.00	5.00	3.8774	1.07483
Valid N (list wise)	318				
Aggregate mean and SD				3.80567	1.145861

**Source:** Own survey, 2024, SPSS out put

The aggregate mean and SD of statements listed response from the respondents is (M=3.80567 and SD = 1.145861). This indicates that respondents were highly agreeing on Performance Appraisal Criteria on the practice and challenges of performance appraisal at Ethiopian Broadcasting Corporation.

From the given table 4.7 above when we see the mean values on Performance Appraisal Criteria, having a highest mean value of 4.0063 and SD of 1.3562 in which respondents stated that The appraisal criteria used at EBC accurately reflect the requirements of employee job role, Interpersonal relationship is critical in Performance Appraisal having a highest mean value of 3.9403 and SD of 1.09179 and The expectations and standards set by the appraisal criteria at EBC are clear having a highest mean value of 3.8774 and SD of 1.07483 respectively.

In addition to this respondent also stated that Knowledge of the job is a factor in Performance Appraisal having a highest mean value of 3.7327 and SD of 1.20760, Initiation is a critical factor in Performance Appraisal having a mean value of 3.6918 and SD of 1.18321 and In Performance Appraisal, quality of work taken as a factor having a mean value of 3.5849 and SD of 1.28472 respectively.

Generally from the response of the respondents Performance Appraisal Criteria for the practice and challenges of performance appraisal at Ethiopian Broadcasting Corporation having aggregate mean and SD of statements listed response from the despondence is (M=3.80567 and SD = 1.145861) which lies between the range of [3.5 - 4.49] and it felt high mean range Section and Performance Appraisal Criteria were one of the practice and challenges of performance appraisal at Ethiopian Broadcasting Corporation.

#### **4.2.9 Descriptive Statistics of Performance Appraisal Challenges**

This section presents the analysis of Performance Appraisal Challenges obtained from the results. Interpretation of the data and findings in the following discussion produced the mean score and standard deviation of the responses of respondents on the practice and challenges of performance appraisal at Ethiopian Broadcasting Corporation. The questions were scaled by using a five-point Likert scale in which 1= strongly disagree, 2= Disagree, 3 = Neutral, 4 = Agree, 5 = strongly Agree to rate the exhibited Performance Appraisal Challenges. The analysis of the Performance Appraisal Challenges was investigated by using means and standard deviations from the results. The results of the means were interpreted based on: 1-1.49 = Very Low; 1.5-2.49 = Low; 2.5-3.49 = Moderate; 3.5-4.49 = High; 4.5-5.0 = Very high.

Table 4.8 Descriptive Statistics of Performance Appraisal Challenges

<b>Descriptive Statistics</b>					
	N	Minimum	Maximum	Mean	Sd. Deviation
appraisal process at EBC adhere to legal considerations, such as avoiding discrimination or bias	318	1.00	5.00	3.7579	1.15154
Employees are given feedback at the time of conducting PA result only	318	1.00	5.00	3.7547	1.14675
Bias or favoritism influence the appraisal process at EBC	318	1.00	5.00	3.9748	1.08007
Employee encounter challenges related to insufficient or inaccurate data during the appraisal process at EBC	318	1.00	5.00	3.7799	1.13809
Evaluations across different appraisers in terms of interpreting and applying the performance criteria are consistent at EBC	318	1.00	5.00	3.8145	1.02347
Employee receive timely and constructive feedback during the appraisal process at EBC	318	1.00	5.00	3.5503	1.31083
Valid N (list wise)	318				
Aggregate mean and SD				3.7720	1.120453

**Source:** Own survey, 2024, SPSS out put

The aggregate mean and SD of statements listed response from the respondents is (M=3.7720 and SD = 1.120453). This indicates that respondents were highly agreeing on Performance Appraisal Challenges on the practice and challenges of performance appraisal at Ethiopian Broadcasting Corporation.

From the given table 4.8 above when we see the mean values on Performance Appraisal Challenges, having a highest mean value of 3.9748 and SD of 1.08007 in which respondents stated that Biases or favoritism influence the appraisal process at EBC, Evaluations across different appraisers in terms of interpreting and applying the performance criteria are consistent at EBC having a highest mean value of 3.8145 and SD of 1.02347 and Employee encounter challenges related to insufficient or inaccurate data during the appraisal process at EBC having a highest mean value of 3.7799 and SD of 1.13809 respectively.

In addition to these respondents also stated appraisal process at EBC adhere to legal considerations, such as avoiding discrimination or bias having a highest mean value of 3.7579 and SD of 1.15154, Employees are given feedback at the time of conducting PA result only having a mean value of 3.7547 and SD of 1.14675 and Employee receive timely and constructive feedback during the appraisal process at EBC having a mean value of 3.5503 and SD of 1.31083 respectively.

Generally from the response of the respondents Performance Appraisal Challenges on the practice and challenges of performance appraisal at Ethiopian Broadcasting Corporation having aggregate mean and SD of statements listed response from the despondence is (M=3.7720 and SD = 1.120453) which lies between the range of [3.5 - 4.49] and it felt high mean range Section and Performance Appraisal Challenges were one of the practice and challenges of performance appraisal at Ethiopian Broadcasting Corporation.

### **1.1.1. Descriptive Statistics of Performance Appraisal Practice**

This section presents the analysis of Performance Appraisal Practice obtained from the results. Interpretation of the data and findings in the following discussion produced the mean score and standard deviation of the responses of respondents on the practice and challenges of performance appraisal at Ethiopian Broadcasting Corporation. The questions were scaled by using a five-point Likert scale in which 1= strongly disagree, 2= Disagree, 3 = Neutral, 4 = Agree, 5 = strongly Agree to rate the exhibited Performance Appraisal Practice. The analysis of the Performance Appraisal Practice was investigated by using means and standard deviations from the results. The results of the means were interpreted based on: 1-1.49 = Very Low; 1.5-2.49 = Low; 2.5-3.49 = Moderate; 3.5-4.49 = High; 4.5-5.0 = Very high.



Table 4.9 Descriptive Statistics of Performance Appraisal Practice

<b>Descriptive Statistics</b>					
	N	Minimum	Maximum	Mean	Sd. Deviation
The performance appraisal begins with setting of performance expectations or standards	318	1.00	5.00	3.7516	1.18797
Performance appraisal results are discussed with the evaluator	318	1.00	5.00	3.7390	1.21419
The company accepts any employee complaint after employee performance appraisal.	318	1.00	5.00	3.7107	1.17463
There is a fair consistent basis for measuring performance	318	1.00	5.00	3.6384	1.21168
The performance appraisal formats are simple and practicable	318	1.00	5.00	3.5975	1.19208
performance appraisal criteria are clearly communicated	318	1.00	5.00	3.6195	1.20849
Valid N (list wise)	318				
Aggregate mean and SD				3.67612	1.18392

**Source:** Own survey, 2024, SPSS out put

According to the SPSS output of Own survey data the aggregate mean and SD of statements listed response from the respondents is (M= 3.67612 and SD =1.18392). This indicates that respondents were highly agreeing on Performance Appraisal Practice on the practice and challenges of performance appraisal at Ethiopian Broadcasting Corporation. From the given table 4.9 above when we see the mean values Performance Appraisal Practice, having a highest mean value of 3.7516 and SD of 1.18797 in which respondents stated that The performance appraisal begins with setting of performance expectations or standards, Performance appraisal results are discussed with the evaluator having a highest mean value of 3.7390 and SD of 1.15921 and The company accepts

any employee complaint after employee performance appraisal. having a highest mean value of 3.7107 and SD of 1.17463 respectively.

Furthermore, respondents also stated that There is a fair consistent basis for measuring performance having a highest mean value of 3.6384 and SD of 1.21168, The performance appraisal formats are simple and practicable having a means of 3.5975 and SD of 1.19208 and performance appraisal criteria are clearly communicated having a mean value of 3.6195 and SD of 1.20849 respectively.

Generally, from the response of the respondents Performance Appraisal Practice for the practice and challenges of performance appraisal at Ethiopian Broadcasting Corporation having aggregate mean and SD of statements listed response from the despondence is (M= 3.67612 and SD =1.18392) which lies between the range of [3.5 - 4.49] and it felt high mean range Section and, in the practice, and challenges of performance appraisal at Ethiopian Broadcasting Corporation.

Key findings include: A high response rate of 94% indicates reliable and valid data. The gender distribution shows a slightly higher participation of males (53.5%) compared to females (46.5%). Most respondents are married (63%), which might influence their perspectives on satisfaction. The performance appraisal process at Ethiopian Broadcasting Corporation is generally perceived positively, with mean scores around 3.72, indicating high satisfaction levels across various aspects of the process.

### **4.3 Interview analysis**

#### **◆ Performance Appraisal Process practiced in Ethiopian Broadcasting Corporation**

The performance appraisal process at the Ethiopian Broadcasting Corporation (EBC) is a crucial element in managing employee performance and development. It involves several key steps that are essential to ensure that employees are aligned with organizational goals and objectives. The process typically begins with goal setting, where employees and their supervisors establish performance objectives and targets for the upcoming appraisal period. These goals are often based on the organization's strategic priorities, departmental objectives, and individual job responsibilities. Throughout the year, employees are expected to work towards these goals and objectives. This involves regular feedback and coaching from supervisors to help employees stay

on track and address any performance issues as they arise. The EBC places emphasis on continuous performance management, where ongoing communication and support are provided to employees to ensure they have the resources and guidance needed to achieve their goals. At the end of the appraisal period, a formal performance review meeting is held between the employee and their supervisor. During this meeting, the supervisor provides feedback on the employee's performance, discusses areas of strength, and identifies areas for improvement. This discussion is an opportunity for employees to receive recognition for their accomplishments and to address any challenges they may have faced during the appraisal period. The supervisor also sets new goals for the upcoming appraisal period, aligning them with the organization's strategic objectives.

The EBC may also have a formal documentation process for recording performance appraisal discussions and outcomes. This documentation is important for tracking employee progress, identifying trends in performance, and providing a basis for future performance appraisals. It also serves as a reference point for decisions related to promotions, salary increases, or disciplinary actions.

#### ◆ **Performance Appraisal Methods practiced in Ethiopian Broadcasting Corporation**

The Ethiopian Broadcasting Corporation utilizes various performance appraisal methods to assess employee performance. These methods are selected based on their appropriateness for different job roles, organizational culture, and the desired outcomes of the appraisal process. One of the methods employed by EBC is self-assessment, where employees evaluate their own performance against predetermined criteria. This approach encourages employees to reflect on their achievements, challenges, and development needs. It also provides an opportunity for employees to take ownership of their performance and career development. Additionally, EBC may utilize a 360-degree feedback process, where feedback is gathered from multiple sources, including peers, subordinates, and supervisors. This method provides a comprehensive view of an employee's performance from various perspectives within the organization, promoting a more holistic assessment. Other methods such as management by objectives (MBO) may be used at EBC. This method involves setting specific, measurable, achievable, relevant, and time-bound (SMART) objectives for employees. The achievement of these objectives becomes a key factor in evaluating employee performance. Graphic rating scales and behavioral observation scales might also be used to evaluate performance at EBC. Graphic rating scales involve using predetermined criteria to rate employee performance on a numerical scale, while behavioral observation scales focus on specific behaviors or competencies relevant to job roles. The selection of these methods is based

on their ability to provide a comprehensive evaluation of employee performance while aligning with the organization's values and strategic goals.

◆ **Performance Appraisal Criteria practiced in Ethiopian broadcasting corporation**

The performance appraisal criteria practiced at the Ethiopian Broadcasting Corporation encompass both qualitative and quantitative measures. These criteria are carefully chosen to reflect the key competencies and behaviors that are critical to individual and organizational success. Qualitative criteria at EBC include factors such as teamwork, communication skills, leadership abilities, problem-solving skills, and adaptability. These criteria emphasize the importance of interpersonal skills, collaboration, and the ability to lead and work effectively within teams. Quantitative criteria might include metrics related to individual or team productivity, quality of work, meeting deadlines, and achieving set targets. These quantitative measures provide a tangible assessment of an employee's ability to deliver results and contribute to the organization's overall performance. Additionally, specific job-related competencies and skills relevant to each role within EBC may be used as appraisal criteria. These criteria are tailored to reflect the unique requirements of different job functions within the organization. The organization may also consider factors such as attendance, punctuality, and adherence to organizational policies and procedures as part of the appraisal criteria. These elements contribute to an overall assessment of an employee's commitment to their role and their alignment with organizational standards. The selection of these criteria is driven by the need to ensure that employees are evaluated based on a comprehensive set of factors that capture both their behavioral competencies and their ability to deliver results.

◆ **Performance Appraisal Challenges practiced in Ethiopian Broadcasting Corporation**

The challenges associated with performance appraisal at the Ethiopian Broadcasting Corporation reflect common issues faced by organizations in managing employee performance effectively. One challenge is related to rater bias and subjectivity in evaluations. It can be difficult to ensure that appraisals are conducted objectively and without personal biases influencing the outcomes. The EBC must implement measures to train appraisers on fair assessment practices and develop clear evaluation criteria to mitigate these biases. Another challenge is ensuring that there is clarity in performance expectations. Employees need to have a clear understanding of what is expected of them in terms of performance standards and goals. Without this clarity, it becomes challenging for employees to align their efforts with organizational objectives. Inadequate training for appraisers is also a challenge faced by EBC. Appraisers need training on effective feedback delivery, goal

setting, and performance evaluation techniques to conduct appraisals confidently and fairly. Ensuring that the appraisal process is fair and transparent for all employees is another significant challenge. It is essential for EBC to establish a process that promotes equity in evaluations and provides opportunities for employees to voice concerns or provide input into their performance assessments.

Resistance to feedback or performance discussions from employees can also be a challenge. Some employees may perceive the appraisal process as punitive or unfair, leading to resistance or defensiveness during appraisal discussions. Creating a culture of open communication and constructive feedback is crucial in addressing this challenge. Furthermore, aligning individual performance goals with organizational objectives can be a complex task. It requires careful planning and communication to ensure that individual goals contribute to the overall success of the organization. Finally, ensuring that the performance appraisal process contributes to employee development and motivation is essential. The EBC must focus on using appraisals as a tool for identifying development needs, providing support for employee growth, and recognizing achievements to motivate employees.

In conclusion, addressing these challenges requires a strategic approach that emphasizes fairness, transparency, communication, training, and continuous improvement in the performance appraisal process at EBC. This comprehensive exploration of the performance appraisal practices and challenges at the Ethiopian Broadcasting Corporation provides valuable insights for your research study. It offers a detailed understanding of how performance appraisal is conducted at EBC and highlights key areas where improvements or interventions may be needed to enhance the effectiveness of the process. Ethiopian Broadcasting Corporation employs structured performance appraisal processes and methods; it faces challenges that impact the fairness, accuracy, and overall effectiveness of performance assessments. Addressing these challenges requires a combination of training initiatives, process improvements, and cultural adjustments to ensure that performance appraisal contributes positively to organizational development and employee engagement at EBC.

## CHAPTER FIVE

### FINDINGS, CONCLUSION AND RECOMMENDATION

#### 5.1. Summary of major findings

The primary objective of this study was to examine the challenges and practices of performance appraisal at the Ethiopian Broadcasting Corporation (EBC). Out of 339 distributed questionnaires, 318 were correctly filled and returned, resulting in a high response rate of 94%, indicating the reliability and validity of the collected data. Demographically, the majority of respondents were male (53.5%), with females constituting 46.5% of the sample. Most respondents were aged between 26-35 years (44%), followed by those aged 36-45 years (33%). A significant proportion of respondents held a first degree (41.5%), followed by those with a master's level of education (14.5%). In terms of work experience, the majority of respondents (42.2%) had 1-5 years of work experience, while a smaller group (7.9%) had less than one year of experience. Regarding marital status, the majority of respondents was married (63%), followed by single (27%) and divorced individuals (10%).

The performance appraisal process at EBC was generally well-regarded, with an aggregate mean of 3.72485 and a standard deviation of 1.164583. Similarly, the overall mean for performance appraisal practice was 3.67612 with a standard deviation of 1.18392, reflecting a positive perception among employees. Specific aspects of the performance appraisal process were also rated highly. Setting performance expectations or standards received a mean value of 3.7516 and a standard deviation of 1.18797, indicating high agreement on its importance. The discussion of performance appraisal results with the evaluator was rated positively, with a mean value of 3.7390 and a standard deviation of 1.15921. Acceptance of employee complaints post-appraisal was also well-regarded, with a mean value of 3.7107 and a standard deviation of 1.17463.

Consistency in measuring performance was seen as fair and consistent, with a mean value of 3.6384 and a standard deviation of 1.21168. The simplicity and practicality of performance appraisal formats were appreciated, with a mean value of 3.5975 and a standard deviation of 1.19208. Clear communication of performance appraisal criteria was acknowledged, with a mean value of 3.6195 and a standard deviation of 1.20849.

Overall, while challenges exist in the performance appraisal process at EBC, the practices and methods employed are generally perceived positively by employees. This alignment between the objectives, findings, and title underscores the effectiveness of the current performance appraisal system at EBC. These findings provide a comprehensive overview of the performance appraisal practices at EBC, offering insights into areas of strength and potential improvement, guiding future enhancements in the appraisal process.

## 5.2. Conclusion

The main objective of this study was to investigate the practice and challenges of performance appraisal at Ethiopian broadcasting corporation. Specifically, this study identifies Performance Appraisal Process in Ethiopian broadcasting corporation, examine Performance Appraisal Methods practiced in Ethiopian broadcasting corporation, explore the Performance Appraisal Criteria practiced in Ethiopian broadcasting corporation and find out Performance Appraisal Challenges practiced in Ethiopian broadcasting corporation. The research on "The Practice and Challenges of Performance Appraisal at Ethiopian Broadcasting Corporation" has shed light on the intricacies of performance appraisal processes, methods, criteria, and challenges within the organization. Through an in-depth analysis of these independent variables, namely the performance appraisal process, methods, and criteria practiced at Ethiopian Broadcasting Corporation (EBC), as well as the challenges faced in this regard, valuable insights have been gained into the dynamics of performance evaluation within the organization. These findings have significant implications for enhancing organizational effectiveness, employee performance, and overall operational efficiency at EBC.

The examination of the performance appraisal process at EBC has revealed the importance of a structured and systematic approach to evaluating employee performance. By understanding the key steps involved in the performance appraisal process, such as goal setting, feedback provision, and performance review, the organization can streamline its evaluation procedures and ensure transparency and fairness in assessing employee contributions. Implementing a well-defined performance appraisal process can lead to improved communication between managers and employees, goal alignment, and enhanced performance monitoring within EBC.

Furthermore, the research has delved into the various performance appraisal methods utilized at EBC, ranging from traditional methods like rating scales and ranking to modern approaches such as 360-degree feedback and management by objectives. By examining the strengths and limitations of these methods in the context of EBC's operations, the organization can tailor its performance evaluation strategies to suit the unique needs of its workforce.



Adopting a mix of qualitative and quantitative appraisal methods can provide a comprehensive assessment of employee performance, facilitate skill development, and drive continuous improvement within EBC. In addition, the study has explored the performance appraisal criteria employed at EBC to evaluate employee effectiveness and contribution to organizational goals. By identifying the specific criteria used to assess performance, such as job knowledge, quality of work, teamwork, and communication skills, the organization can align its performance expectations with strategic objectives. Establishing clear and measurable criteria for performance evaluation enables EBC to set realistic performance standards, provide targeted feedback, and recognize high-performing employees effectively.

Moreover, the research has highlighted the challenges associated with performance appraisal at EBC, including issues related to rater bias, lack of training on appraisal processes, inadequate feedback mechanisms, and resistance from employees. Addressing these challenges is crucial for optimizing the effectiveness of performance appraisal practices at EBC and fostering a culture of continuous improvement and employee development. By implementing training programs for managers, enhancing communication channels for feedback exchange, and promoting a culture of openness and accountability, EBC can overcome these challenges and enhance the overall efficacy of its performance appraisal system.

The Practice and Challenges of Performance Appraisal at Ethiopian Broadcasting Corporation has provided valuable insights into the performance appraisal processes, methods, criteria, and challenges within the organization. By understanding these independent variables and their impact on employee performance and organizational effectiveness, EBC can develop targeted strategies to improve its performance appraisal practices, address existing challenges, and drive continuous improvement. Embracing best practices in performance appraisal can position EBC for success in a dynamic and competitive broadcasting industry while fostering a culture of excellence and accountability among its workforce.

### 5.3. Recommendation

Based on the finding and conclusion drawn on this study the following recommendation were provided for Ethiopian broadcasting corporation

- ☑ Ethiopian Broadcasting Corporation Should Implement a structured and systematic performance appraisal process at Ethiopian Broadcasting Corporation to ensure transparency and fairness in evaluating employee performance and explore a mix of traditional and modern performance appraisal methods, such as 360-degree feedback and management by objectives, to enhance the accuracy and comprehensiveness of performance evaluations at Ethiopian Broadcasting Corporation.
- ☑ Ethiopian Broadcasting Corporation should define clear and measurable performance appraisal criteria, such as job knowledge, quality of work, teamwork, and communication skills, to align performance expectations with organizational goals at Ethiopian Broadcasting Corporation and provide training programs for managers at Ethiopian Broadcasting Corporation to address rater bias issues and ensure consistency in performance evaluations.
- ☑ Ethiopian Broadcasting Corporation should establish effective feedback mechanisms to facilitate communication between managers and employees during performance appraisal processes at Ethiopian Broadcasting Corporation and encourage employee participation in goal setting and performance review discussions to promote engagement and ownership of performance outcomes at Ethiopian Broadcasting Corporation.
- ☑ Ethiopian Broadcasting Corporation should conduct regular performance reviews to monitor employee progress, identify areas for improvement, and recognize high-performing individuals at Ethiopian Broadcasting Corporation.
- ☑ Ethiopian Broadcasting Corporation should address resistance from employees towards performance appraisal processes by promoting a culture of openness, trust, and accountability within Ethiopian Broadcasting Corporation and evaluate the effectiveness of current performance appraisal methods used at Ethiopian Broadcasting Corporation to identify areas for improvement and optimization.

- ☑ Ethiopian Broadcasting Corporation should consider implementing peer reviews or self-assessment tools as additional performance appraisal methods to provide a holistic view of employee performance at Ethiopian Broadcasting Corporation and Review the reliability and validity of performance appraisal criteria employed at Ethiopian Broadcasting Corporation to ensure they align with organizational objectives and are conducive to employee development.
- ☑ Establish a feedback loop for employees to provide input on the effectiveness of performance appraisal criteria and methods at Ethiopian Broadcasting Corporation and Address challenges related to lack of training on performance appraisal processes by organizing workshops or seminars to educate employees about the importance and benefits of performance evaluation at Ethiopian Broadcasting Corporation.
- ☑ Ethiopian Broadcasting Corporation Should Seek feedback from employees on their experiences with performance appraisal processes to identify areas of improvement and enhance overall satisfaction and develop a performance improvement plan for employees who are struggling to meet performance expectations at Ethiopian Broadcasting Corporation, providing targeted support and resources for skill development.
- ☑ Ethiopian Broadcasting Corporation Should Foster a culture of continuous improvement and learning within Ethiopian Broadcasting Corporation by encouraging ongoing feedback, coaching, and professional development opportunities for all employees.

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## APPENDIX

### ST. MARY'S UNIVERSITY MASTER OF BUSINESS ADMINISTRATION

#### SURVEY QUESTIONNAIRE DESIGNED FOR RESPONDENTS

##### Questionnaire Prepared for respondents

Dear respondents

These survey questionnaires designed for master thesis accomplishment needed for partial fulfillment of Masters of Business Administration by student at St. Mary's University. So, the objective of this questionnaire is to collect information for the study conducted on the practice and challenges of performance appraisal at Ethiopian broadcasting corporation. The information you provide below was be essential for accomplishment of this study. Therefore, your genuine, honest, and prompt response is a valuable input for the quality and successful completion of the research. The information you give is used only for academic purpose and was been kept confidential. Please, do not write your name anywhere in this questionnaire. If you have any questions or clarification, please do not hesitate to contact me at my address.

Email: [rahelabera6@gmail.com](mailto:rahelabera6@gmail.com)

I would like to express my heartfelt gratitude in advance for your kind participation.

Best Regards,

Rahel Abera

Directions for filling the questionnaires

- ❖ Do not write your name
- ❖ Put “√ or ×” mark in the box provided for choice questions
- ❖ Your response was being utilized only for the purpose of this survey

Part I: General Information

1. Sex: Female  Male
2. Educational level: Diploma  Degree  Masters  PhD  Other   
(Specify\_\_\_\_\_)
3. In which age group are you?  25 and below  26-35  36-45  46-55  
56 & above
4. How long have you been working with Ethiopian custom commission? Below 1 years  
1-5  6-10   
11-15  Above 15
5. Marital statuses:  Single  Married  divorce

Part I: Independent Variables

Please indicate the extent to which you agreed or disagreed on the following question by using 5 points Likert scale: Strongly Disagree = 1, Disagree = 2, Neutral = 3, Agree = 4 and Strongly Agree = 5 Please circle one number to indicate the extent to which you agree or disagree with the following question

Section: A, Performance Appraisal Process

Kindly indicate your views Performance Appraisal Process by ticking in the Likert scale whereby;5-Strongly Agree, 4-Agree, 3-Indifferent, 2-Disagree, 1- Strongly Disagree.

No.	Questions Items	SD	D	N	A	SA
		1	2	3	4	5
1	The objectives of PA are clear to employees					
2	The appraisal process at EBC is fair and unbiased					
3	Employees are getting further career development or HR decision					

4	The appraisal process at Ethiopian Broadcasting Corporation (EBC) clearly defines performance goals					
5	The feedback and development provided during the appraisal process at EBC are effective					
6	The appraisal process at EBC aligns well with the overall organizational goals and objectives					

### Section B: Performance Appraisal Methods

Kindly indicate your views on Performance Appraisal Methods by ticking in the likert scale whereby; 5-Strongly Agree, 4-Agree, 3-Indifferent, 2-Disagree, 1- Strongly Disagree.

No.	Questions Items	SD	D	N	A	SA
		1	2	3	4	5
1	Performance Appraisal Methods evaluated by comparing with coworkers					
2	The rating scales used in the appraisal process accurately capture employee performance at EBC					
3	All criteria are equally weighted at EBC					
4	There is enough time to hear and address employees' challenges					
5	The critical incidents documented during the appraisal process reflect employee actual performance at EBC					
6	The 360-degree feedback method provides a comprehensive assessment of my performance at EBC					

### Section C: Performance Appraisal Criteria

Kindly indicate your views on Performance Appraisal Criteria by ticking where appropriate; 5Strongly Agree, 4-Agree, 3-Indifferent, 2-Disagree, 1-Strongly Disagree.

No.	Questions Items	SD	D	N	A	SA
		1	2	3	4	5
1	Knowledge of the job is a factor in Performance Appraisal					



2	In Performance Appraisal, quality of work taken as a factor					
3	Initiation is a critical factor in Performance Appraisal					
4	Interpersonal relationship is critical in Performance Appraisal					
5	The appraisal criteria used at EBC accurately reflect the requirements of employee job role					
6	The expectations and standards set by the appraisal criteria at EBC are clear					

#### Section D: Performance Appraisal Challenges

Kindly indicate your views on Performance Appraisal Challenges by ticking where appropriate; 5-Strongly Agree, 4-Agree, 3-Indifferent, 2-Disagree, 1-Strongly Disagree.

No.	Questions Items	SD	D	N	A	SA
		1	2	3	4	5
1	appraisal process at EBC adhere to legal considerations, such as avoiding discrimination or bias					
2	Employees are given feedback at the time of conducting PA result only					
3	Biases or favoritism influence the appraisal process at EBC					
4	Employee encounter challenges related to insufficient or inaccurate data during the appraisal process at EBC					
5	Evaluations across different appraisers in terms of interpreting and applying the performance criteria are consistent at EBC					
6	Employee receive timely and constructive feedback during the appraisal process at EBC					

#### Part II: Dependent Variables

Please indicate the extent to which you agreed or disagreed on the following question by using 5 points Likert scale: Strongly Disagree = 1, Disagree = 2, Neutral = 3, Agree = 4 and Strongly Agree = 5 Please circle one number to indicate the extent to which you agree or disagree with the following question

*Section g: - Performance Appraisal Practice*

Kindly indicate your views on - Performance Appraisal Practice by ticking where appropriate; 5-Strongly Agree, 2-Agree, 3-Indifferent, 4-Disagree, 1-Strongly Disagree.

No.	Questions Items	SD	D	N	A	SA
		1	2	3	4	5
1	The performance appraisal begins with setting of performance expectations or standards					
2	Performance appraisal results are discussed with the evaluator					
3	The company accepts any employee complaint after employee performance appraisal.					
4	There is a fair consistent basis for measuring performance					
5	The performance appraisal formats are simple and Practicable					
6	performance appraisal criteria are clearly communicated					