ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES

EMPLOYEES' PERFORMANCE APPRAISAL SYSTEM AND CHALLENGES
THE CASE OF ADDIS ABABA ABATTOIRS ENTERPRISE

BY
ALMAZ BERTA

JUNE, 2023

ADDIS ABABA, ETHIOPIA

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ATHESIS SUBMITTED TO ST.MARY'S UNIVERSITY, SCHOOL OF GRADUATE STUDIES IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION (MBA)

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SCHOOL OF GRADUATE STUDIES
SCHOOL OF BUSINESS

ASSESSMENT OF THE PERFORMANCE APPRAISAL PRACTICE AND CHALLENGESTHE CASE OF ADDIS ABEBA ABOTTIRS COMPANY

BY
ALMAZ BERTA

APPROVED BY BOARD OF EXAMINERS

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DECLARATION

I, Almaz Berta declare that this work entitled "An Assessment of Performance appraisal practice and challenges; the case of Addis Ababa abattoirs enterprise" is the outcome of my own effort and study.All sources of materials used for the study have been acknowledged. I have produced it independently except for the guidance and suggestions of Research Advisor SHOA JEMAL (ASST.PROF). This study has not been submitted for any masters in this university or any other universities. It is offered for the partial fulfillment of degree of master of business administration.

_____   _____

Name   Signature

St. Mary's University, Addis Ababa   June, 2023

ENDORSEMENT

This thesis has been submitted to St. Mary's University School of Graduate Studies for examination with my approval as a university advisor.

ShoaJemal (Asst. Prof)   _____

Advisor   Signature

St. Mary's University, Addis Ababa   June, 2023

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Contents

LIST OFABBREVIATIONS/ACRONYMS

AAAE: ------ ---------------------Addis Ababa Abattoirs Enterprise

HRM: -----------------------------Human Resource Management

PAS: ------------------------- -----Performance Appraisal System

PM: -------------------------------Performance management

MBO: ----------------------------- -------Management by Objectives

BARS: ---------------------------- ------ Behaviorally Anchored Rating Scales

OKR: ---------------------------- ---------Objectives and Key Results Method

BARS: ---------------------------- ---------Behaviorally Anchored Rating Scales

SPSS: ------------------------------------- Statistical Package for the social science

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ABSTRACT

Employees' performance is the major issues in an organization. This study makes an effort to address employee's performance appraisal process and challenges in the case of Addis Ababa Abattoirs Enterprise. Haw to setting performance appraisal standard, how communicating performance expectation to employee, how measuring actual performance of employees based on Predetermined standards, how comparing actual performance with standards, haw discussion on appraisal result and giving feedback on the employees' performance. The method of the study was both quantitative and qualitative. Data were collected by the use of questionnaires and interview from 200 employees according to sample size of target population of enterprise. Data was analyzed by using SPSS. To interpret the data descriptive (frequency, percentage and mean) test were applied. Based on finding, the employees gave higher ratings for the business strategic plan's goals and for establishing performance evaluation standards within their firm. On the other hand, the respondents' view of the challenges of performance evaluation suggested that they were below medium, including communicating the standards, measuring performanceappraisal, comparing actual performance appraisal with standards, giving feedback, taking corrective action, and challenges of performance evaluation. In conclusion, the organization couldn't establish an appropriate performance appraisal system and implemented it properly. Therefore, the performance appraisal process used by an enterprise was not able to improve organizational performance by improving the employees' performance as expected. The researcher recommended that the management should do effort to make their employees aware of the role of the performance appraisal system. The results of the appraisal should be communicated to the employees and both administrative and developmental corrective actions should be applied to improve employees' performance.

Keywords: Performance Appraisal, Standard, Rater, challenges

CHAPTERONE

INTRODUCTION

1.1 Background of the Study

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

According to Armstrong (2009), a formal, structured system of measuring and evaluating work-related behaviors and results is referred to as a performance evaluation. This approach is used to determine why employees perform as they do and how they can perform more successfully in the future. Such as, that businesses, workers, and society as a whole will benefit.

Performance appraisal is the systematic evaluation of an individual's performance. It is a developmental tool used for the all-around development of the employee and the organization. Performance is measured against such factors as job knowledge, quality and quantity of output, initiative, leadership abilities, supervision, dependability, cooperation, judgment, versatility, and health(Decenzo, (1999).

Performance assessment is a technique that includes a process of observing, assessing, and influencing employees' characteristics, behaviors, and performance in accordance to a pre-set standard or aim. The term performance appraisal is also referred to as performance review, employee appraisal, performance evaluation, employee rating, and merit evaluation

Performance appraisal can be seen as the systematic description of individual job-relevant strengths and weaknesses for the purpose of making a decision about the individual. In other words, performance appraisal is a process of evaluating the behavior of employees in the workplace, or it can also be referred to as a process of giving feedback on employees'

performance. It involves a very complicated process, and various factors can influence the process. Therefore, the process of evaluating employee behavior should be looked at as a reciprocal process or from a matrix perspective and not as a straightforward process.

The benefit of an assessment system is that it gives feedback on how someone is currently performing at work, enabling them to better grasp their obligations and the standards they must reach. The organization's goals and vision can also be achieved by appropriately analyzing an employee's performance, for example, through recruiting, selection, training, and development (Jain, 2013).

The usefulness of performance evaluation as a managerial decision tool depends partly on whether or not the performance appraisal system is able to provide accurate data on employees. Performance and, hence, rating accuracy are critical aspects of the appraisal process. The difficulty of getting accurate appraisals of employee job behavior is most often attributed to faults in the rating format used, deficiencies in appraisal content, rater resistance to judge others, and the implications of the specific purpose of the appraisal for the rater and the rate. Therefore, the problems of performance evaluation arise when the results of the evaluation fail to reflect the actual performance of the employees, which in turn leads to wrong administrative decisions that can highly affect the lives of the employees. This study makes an effort to address the objectives of performance evaluation and performance appraisal practices and challenges in AAAE.

1.2. Organizational Profile

Addis Ababa Abattoirs Enterprise (AAAE) was first established as "Ethiopians Abattoirs Share Company" in November 1957 with an initial capital of Birr 1,367,000.00. At the time, the shareholders were Addis Ababa Municipality (41.6%), a local investor (42.4%), the royal family (12%), and a foreign investor (4%). The Share Company's plan to start a meat processing company in 10 cities around the nation was unsuccessful, and its service was only available to residents of Addis Ababa. Notice that it begins to be managed under the city municipality, although it was fully nationalized in January 1975 by the degree regime. And now, in August 1998, when the Federal Democratic Republic of Ethiopia adopted a new market economy strategy, the Abettor was once again founded as a public enterprise with the name "Addis Ababa Abattoirs Enterprise).(AAAE, (2019),

The mission of AAAE is "to provide an international standard slaughtering service and value-added products that are analogous to our abattoir heritage in 2025". The company's goals are to "provide multi-species animal slaughtering services, whose hygiene is properly maintained and whose healthiness is medically determined supply meat products to domestic and international marketsafter they have been processed supply other products to the domestic market by processing and manufacturing them in quality and quality out of essential elements extracted from products of the meal; determine and collect fees for the service it provides.

The enterprise slaughtering 1200 cattle on average per day, 1000 sheep and goats, 100 pigs, and 10 camels in a workday. The enterprise's other primary activities, in addition to providing slaughtering services, also include the processing of byproducts made from inedible parts of carcasses obtained from slaughtered animals (AAAE, (2019),

The enterprise is fully supervised by the Addis Ababa City Government, with the Addis Ababa City Manager's Office acting as the higher overseeing body because it falls within the municipal service umbrella. The AAAE Board of Directors, who lead, control, and provide guidance for AAAE's overall management, as well as moving required directions in accordance with their responsibilities, supervise the CEO, who is also the company's Managing Director.

The Board of Directors assigns management members to the CEO, who is in charge of the overall strategic and operational actions of the company. However, an impartial organization chosen by the Addis Ababa City Urban Agricultural Development Bureau certifies and validates hygienic quality. Four line departments that answer to the Deputy Managing Director report to the Enterprise's mission. The rest of the supporting staff departments answer to the managing director directly (Ibid.).(AAAE, (2019)

1.3. Statement of the problem

Organizational performance is the synergetic sum total of the performance of all employees in the organization. This being a fact, employee performance has to be closely planned, coached, and appraised to ensure that it is in line with the interests of organizations. However, it seems that performance appraisal is not given the proper attention in this enterprise and exercised annually more as a usual practice than as a tool of motivation on the basis of which various administrative and developmental decisions are taken.

According to a preliminary survey, in AAAE, performance appraisals are conducted annually in all departments. But the method of evaluation within the company is not consistent.And performance appraisal is conducted in most departments for the sake of formality; some evaluators evaluate every six months, and some once a year. Employees complain that any administrative and developmental decisions taken by supervisors or managers decisions. Are not based on performance appraisal results; instead, they are based on employee and immediate boss relationships. Andperformance appraisal feedback is also not given regularly. They also do not have to engage in open dialogue with their superiors. If these problems continue without being solved, employee dissatisfaction will increase, and their motivation to work hard will weaken. This, in turn, will decrease AAAE's efforts to accomplish its desired purpose. Because of these, the present research designed to determine whether establishing performance standards for an organization causes employees' performance to be claimed or not, how to communicate performance expectations to employees, how to assess employees' actual performance using established standards, how to contrast actual performance with established standards, and how to address employees' performance. In general, the current study evaluates AAAE's performance appraisal process and challenges.

1.4. Research Questions

This research is designed to assess the performance appraisal practice and challenges of AAAE. Accordingly, the study relied on and attempted to respond to the following basic research question:

- What is the employees' performance appraisal system in the enterprise?
- What is the nature of employees' performance appraisal process in the Enterprise?
- What are the challenges the enterprise faces in the process of performance appraisal?

1.5. Objective of the study

1.5.1. General objective of the study

The general objective of the study is to address employee performance appraisal process andchallenges the case of Addis Ababa Abattoirs Enterprise.

1.5.2. Specific objective of the study

- To identifyemployees' performance appraisal system in the AAAE
- To examine how employee performance appraisal process are conducted at the AAAE
- To identify the challenges of performance appraisal at the AAAEC

1.6. Significance of the study

The main beneficiary of this study is Addis Ababa Abattoirs Enterprise. And according to this study's findings, Addis Ababa Abattoirs Enterprise will see its weaknesses and strengths, which ensures that the system of evaluation is successfully implemented or not. If not, the necessary corrective measures are implemented. It also helps to better understand the weaknesses and strengths of the workforce.More specifically,

- ➢ It provides new knowledge that other researchers can base future studies on in this field
- ➢ It broadens the researcher's knowledge of the subject and improves their understanding of their research techniques through a range of useful applications.
- ➢ It could add something to the body of knowledge regarding employee performance appraisal.

1.7. Scope of the study

This study was limited to Addis Ababa Abattoirs Enterprise employees working in the human resources and marketing department only.TheStudy used descriptive methods of analysis to analyze and interpret the data.TheStudyfocused on employee performance appraisal process and challenges. How they areestablishing performance standards, communicating the standards, measuring the actual performance, Comparing actual performance with desired performancestandards, Discussing results [Feedback].Not include other activities of the company's human resource management programs and other enterprise overall practices.This study carried out only,2015 E.C budget year of enterprise performance appraisal process.

1.8. Limitation of the study

There were a few uncontrollable circumstances that prevented the study from being implemented smoothly. The research's findings have been limited, for instance, by some respondents' refusal to cooperate and commit to completing the questionnaire and by a small number of interviewees' negligence and refusal to cooperate and volunteer their time to provide the researcher with the necessary data. Moreover it was difficult to access the AAAE human resource working manual.

1.9. Organization of the study

This research is organized into five chapters. Chapter Onecovers the introduction, Background of the company, Definition of Terms, Statement of the problem, Research Questions, Objective of the study, Significance of the study, Scope of the study and Limitation of the study.Chapter Twocovers the review of related literature, Concept of Performance Appraisal, Empirical Review and Conceptual Framework of the study. Chapter Threecovers the research design and methods, The Research Design and Approach, Target Population, Sample Size and Sampling Techniques, Sources of Data, Data Gathering Instrument, Data Collection Procedures, Data Analysis Method, Pilot test, Reliability and Validity analysis and Ethical consideration.Chapter Fourcovers the data analysis and interpretation, Introduction, Response rate, Mean interpretation, Demographic information of respondents and Data Analysis Pertaining to the Study. Chapter Fivecovers the summary of findings, conclusions, and recommendations.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1. Concept of Performance Appraisal

Performance appraisal (PA) has developed over the course of a century into a complex and costly management support tool. Although objective appraisal systems provide accurate measures of employee performance, they require both organizational support and maintenance.

Performance appraisals are called performance evaluations, performance reviews, development discussions, or employee appraisals. The most important part of every organization is its human resources. The workforce's efficiency has a direct impact on the performance of the business. As a result, it's crucial to routinely assess staff performance and offer feedback.

Performance appraisals are periodic reviews of how well a person is performing in their position and contributing to the business. These assessments are often used to decide on promotions, ratings, and awards as well as to assess each employee's contribution to the output of the business. Working on the feedback the workers received during these appraisals benefits them as well. Performance evaluation is one of the HR department's HRD tactics (sir,b.u., 2022)

For supervisors and managers, the appraisal system is an instrument. How they use it will depend on both their perception of the organization's needs and how well they have been trained in its use (Daley, 1992). When the quality of an individual's work performance is examined, PA is the preferred instrument. Ideally, PA is a lens that focuses the decision-making process on the appropriate job-related criteria. It becomes the means for assuring that a career is opened to talent and that the individual is rewarded meritorious performance (Deley,D.M, 1992)

Performance appraisal (PA) focused on the regular review of an employee's job performance and overall contribution to a company. Also known as an annual review performance review or evaluation, or employee appraisal, a performance appraisal evaluates an employee's skills, achievements, and growth, or lack thereof. (Adam Hayes, 2022)

A performance appraisal is a systematic and periodic process of measuring an individual's work performance against the established requirements of the job. It's a subjective evaluation of the employee's strengths and weaknesses, relative worth to the organization, and future development potential.

According to) (Khanna m. , 2014) Performance appraisal is significant since it is an important part of any company's human resource strategy. Managing individual and team performance to accomplish corporate goals has a clear value. Performance appraisal is a significant instrument in the hands of personal management because it achieves the department's major goal of appraising the individual's worth, which is the major goal of the department of people development. Employees and their supervisors can collaborate to improve job results and satisfaction through the performance management process. When both the employee and the supervisor take an active role and work together to achieve the organization's goals, this approach is most effective. The management and the employee meet once a year for an appraisal.

2.1. Purpose of Performance Appraisal

Performance Appraisal is a pivotal management technique. It is used in judgmental workforce decisions, such as promotion, demotion, retention, transfer, and pay and for employee development via feedback and training; it also serves the organization as a means for validating selection and hiring procedures, promoting employee-supervisor understanding, and supporting an organizations culture. (Deley,D.M, 1992)

Performance appraisal serves a number of purposes in organizations. In general terms performance appraisal has two roles in organization, which are often seen as potentially conflicting. These are administrative and developmental roles. Performance appraisals can be sometimes conducted for personnel research purposes (Mathis & Jackson).

Those who favor formal performance evaluation contend that it serves several purposes, which are essentially extensions of the above two major roles(Gebremeskel, 2014)the following are some of them

Developmental purposes: PA can determine which employees need more training and helps evaluate the results of training programs. It helps the subordinate-supervisor counseling

relationship, and encourages supervisors to observe subordinate behavior to help employees. They pinpoint employee skills and competencies that are currently inadequate but for which programs can be developed to remedy. Similarly, the effectiveness of training and development programs can be determined by assessing how well those employees who have participated do on their performance evaluation.

Reward and compensation purposes: PA helps the organization decide who should receive pay raise and promotions. It can determine who will be laid off. It reinforces the employee's motivation to perform more effectively. PA also provides information that can be used to determine what to pay and what will serve as an equitable monetary package. Decisions as to who gets merit pay increases and other rewards are frequently determined by performance evaluations.

Motivational purposes: The presence of an evaluation program has a motivational effect: it encourages initiative, develops a sense of responsibility, and stimulates effort to perform better. What defines performance in the expectancy model of motivation is the individual's performance evaluation. To maximize motivation, people need to perceive that the effort they exert leads to a favorable performance evaluation and that the favorable evaluation will lead to the rewards they value. Following the expectancy model of motivation, if the objectives that employees are expected to achieve are unclear, if the criteria for measuring those objectives are vague, and if the employees lack confidence their efforts will lead to a satisfactory appraisal of their performance or believe there will be unsatisfactory payoff by the organization when their performance objectives are achieved, one can expect individuals to work considerably below their potential.

Legal compliance: It serves as a legally defensible reason for making promotion, transfer, reward, and discharge decisions.

Personnel and employment planning purposes: PA serves a valuable input to skills inventories and personnel planning. Performance evaluations can be used as criterion against which selection and development programs are validated. Newly hired employees who perform poorly can be identified through performance appraisal.

Communication purposes: Evaluation is a basis for an ongoing discussion between superior and subordinate about job-related matters. Through interaction, the parties get to know each other better. Evaluations fulfill the purpose of providing feedback to employees on how the organization views their performance

An objective assessment of a person's performance is a performance appraisal. It is a tool for both the employee's and the business's personal and professional development. A number of factors are taken into consideration while evaluating performance, such as work expertise, output quantity and quality, initiative, leadership potential, management abilities, reliability, cooperation, judgment, flexibility, and health**(decenzo, 1999)**

According to (Karol, 1996)performance appraisal includes a communication event planned between a manager and an employee specifically for the purpose of assessing that employee's past job performance and discussing areas for future improvement

2.3. Assessment of performance

The organization must be able todiscernbetween those whose performance is effectively contributing to the achievement of the organization's objectives, and those who are not.

Reward: Those who are performing well want to be recognized and rewarded for their efforts. Outstanding performers should be identified and rewarded accordingly otherwise further outstanding performance may wan due to declining motivation.

Development: It is the role of performance appraisal is to assist the employee to develop to achieve optimum performance and to remove blocks to improved performance.

Feedback: Communicating clear, specific expectations and giving both positive and constructive feedback are essential parts of performance appraisal.

2.4. Definitionof the term

Performance: The accomplishment of a given task measured against preset, known standards of accuracy, completeness, cost, and speed. (Rao, 2004).

Appraisal: the act of examining someone or something in order to judge equality, success, or needs. (Cambridge Dictionary)

Performance appraisal: describes the routine evaluation of a worker's productivity and overall value to a business. A performance assessment, sometimes referred to as a yearly review, performance review or evaluation, or employee appraisal, assesses the abilities, successes, and growth, or lack thereof, of an employee. (2022, Adam Hayes)

Employee performance: The job related activities expected of a worker and how well those activities were executed.

2.5. Processes of Performance Appraisal

While the objectives of the appraisal process may be quite clear, two requirements must be met before any objective can be achieved. According to(Huber, 1983)

The measurement system must result in the identification of positive employee contributions to the organization. Second, the system must establish standards of contributions for each performance dimension. In other words, the system must be set up to identify which employees are performing well and which are performing poorly on performance dimensions critical to job success (Huber, 1983)The PA process follows a set pattern and it consists of the following steps

2.5.1. Establishing performance standards

The first step in the process of performance appraisal is the setting up of the standards which will be used to as the base to compare the actual performance of the employees. This step requires setting the criteria to judge the performance of the employees as successful or unsuccessful and the degrees of their contribution to the organizational goals and objectives. The standards set should be clear, easily understandable and in measurable terms.

In case the performance of the employee cannot be measured, great care should be taken to describe the standards.

2.5.2. Communicating the standards

According to werther and Davis (1996), once set, it is the responsibility of the management to communicate the standards to all the employees of the organization. The employees should be informed and the standards should be clearly explained to the employees. This will help them to understand their roles and to know what exactly is expected from them. The standards should also be communicated to the appraisers or the evaluators and if required, the standards can also be modified at this stage itself according to the relevant feedback from the employees or the evaluators

2.5.3. Measuring the actual performance

The most difficult part of the Performance appraisal process is measuring the actual performance of the employees that is the work done by the employees during the specified period of time. It is a continuous process which involves monitoring the performance throughout the year. This stage requires the careful selection of the appropriate techniques **of** measurement, taking care thatpersonal bias does not affect the outcome of the process and providing assistance rather than interfering in an employees work(Gupta, 2012).

2.5.4. Comparing actual performance with desired performance

The actual performance is compared with the desired or the standard performance. The comparison tells the deviations in the performance of the employees from the standards set. The result can show the actual performance being more than the desired performance or, the actual performance being less than the desired performance depicting a negative deviation inthe organizational performance. It includes recalling, evaluating and analysis of data related to the employees' performance (Gupta, 2012).

2.5.5. Discussing results [Feedback]

The result of the appraisal is communicated and discussed with the employees on one-to-one basis. The focus of this discussion is on communication and listening. The results, the problems and the possible solutions are discussed with the aim of problem solving and reaching consensus. The feedback should be given with a positive attitude as this can have an effect on the employees' future performance. Performance appraisal feedback by managers should be in such way helpful to correct mistakes done by the employees and help them to motivate for better performance but not to demotivate. Performance feedback task should be handled very carefully as it may leads to emotional outburst if it is not handing properly. Sometimes employees should be prepared before giving them feedback as it may be received positively or negatively depending upon the nature and attitude of employees (Gupta, 2012).

2.6. Benefits Performance Appraisal

If regularly completing performance appraisals there is positive impact on employee companies keep their employees engaged and motivated to work harder. Here are some benefits of According to Reza (1997) performance appraisal has the following major benefits**.**

2.6.1 Personal and career development

Performance appraisal is measure employee's performance, allowing them to identify their points of strength and weakness. This help in employee's personnel growth. As they will try to overcome their weaknesses and enhance their strength .this will result in improving their performance and gaining new skills and experience

2.6.2. Organizational planning

Another way to utilize performance appraisals is by examining previous results to understand how the company is currently performing. This can help managers determine future organizational goals and objectives. It can also help in assigning and reallocating employees to the most suitable positions based on their abilities and skills.**Reza (1997),**

2.6.3. Motivational tools

Performance appraisals leave a positive impact on motivation through identifying hard-working and high performing employees and reward them on their effort. This job recognition gives a sense of appreciation and significance to employees. Similarly, identifying high performers would also allow the company to efficiently allocate the promotions, bonuses, awards, and raises to those who truly deserve it. In addition, performance appraisal is a key feedback and communication tool. Upon collecting performance results, companies would be able to provide a sense of direction to those who need guidance. It will also allow employees to communicate their issues and difficulties in their daily tasks, which would help to improve their motivation. Employee recognition programs are a fantastic way to boost motivation

2.6.4. Training

Companies can use data obtained from appraisals to design training programs that are well suited for each employee's needs. This will result in improving employees' skills and increasing their chances to get promoted in the company. Performance appraisals can also be used to determine the effectiveness of the training by measuring employees' performance and comparing results before and after implementing the program**Reza (1997),**

2.7. Methods of Performance Appraisal

Different writers have assigned varying classifications to every assessment method that has been developed to yet. There are two categories in which to classify the most common PA process techniques are both Traditional and modern ways of PA, according to Dr. P.G. Aquinas (2003).

2.7.1.TraditionalMethods of Performance Appraisal

It has been the practice to carry out a point-based or rank system to determine if employees have satisfied the organization's requirement for productivity during a specific period. Concerns with using the traditional method of performance appraisal are that they are not detailed enough to evaluate modern types of employment fully

Ranking Method One of the first techniques for evaluating an employee's performance is the ranking system. An employee is evaluated using a set of criteria and compared to every other employee as part of the process. In essence, this arranges them from most productive to least productive.

The ranking system has been used for a while, but it has few benefits and doesn't produce results that are really helpful. It is used in a variety of ways, and each one has advantages of its own. Look at these

- It is simple and quick to accomplish.
- It is a less time-consuming process.
- It yields a numerical rating for the employees, which can be directly linked to compensation adjustments or staffing concerns.

While the process is simple and the results are easy enough to understand, there are limitations:This approach disregards the ratio by which one employee outperforms the other. This traditional performance appraisal method is likely to be more inaccurate when there are a lot of employees. Individual characteristics and abilities vary. This approach disregards these elements, such as behavior. (Dr. P.G. Aquinas, 2003).

EssayAppraisal: Another traditional performance appraisal method is essay appraisal. Here, a manager draws out a relatively detailed essay about an employee's performance. Several questions could be presented to the manager, who would then reflect the employees' performance in a written report. These types of appraisals generally address quite a few aspects of an employee's contribution in their role.

These essays are intended to explain and record an employee's strengths and limitations in the workplace, as well as to identify problem areas and devise a strategy to address them.

Advantages associated with Essay Appraisal: When it comes to a small team, this method does have the advantage of leveraging the manager's involvement in the employee's professional affairs.

Since the essay approach is significantly less organized and rigorous than traditional rating scale methods, the appraiser can analyze any issues or characteristics of performance that is important to an employee's job role or overall company progress.

This method strategy provides supervisors with freedom of expression and critical analysis

Some of the downsides associated with essay appraisal are: If the team is large, this method may not have the required insights to form accurate opinions on which to base actions.

A large part of this method also relies on managers to be adept at written communication. Therefore, a well-intending manager who is extremely happy with an employee's performance may be unable to convey that information effectively. It puts the employee's position at risk while giving the organization incorrect data, possibly throwing any performance management attempts into complete disarray

PairedComparison: involves compering employees against each othermeaning one-on-one. This method traditionally selects a particular trait on which to focus. The process is quite simple. The designated 'rater' selects slips with two names on them, then proceeds to mark the one they believe is the better one. The number of times the employee's name gets marked for specific traits decides how high up on the list they will be.

The formula to determine how many pairs are possible for the number of employees is N (N–1)/2, where N = total employees being assessed.

Advantage: If only a few employees need to be rated, the paired comparison method is a good option. This is to the fact that it compares two employees at a time rather than all employees.

Disadvantage: Other than being extremely effort-intensive, this method may not be feasible at all in a large organization. With a large number of employees, it can be time-consuming.(Mondy, 2008).

ChecklistMethod: Managers are provided with a set of questions. The questions can be yes/no type, statements, or even multiple-choice questions. The respondents can then select how much or how little they agree with that statement.

Advantage: Unlike many of the other traditional methods, this employee performance appraisal method is not very time-intensive. It is a commonly used method as it saves time and measures all the employees against the same criteria.

Disadvantages: It can be challenging to create an adequately detailed questionnaire to get results accurate enough for a corporate environment.

It can also be relatively inefficient, especially when measuring several different job roles using the same set of questions.

Furthermore, creating separate questionnaires for each job category can turn out expensive.

Critical Incidents Method: This employee performance appraisal method focuses on fundamental behaviors that impact how a job is carried out. Critical incidents refer toincidentsthat either positively or negatively affect how a job function is performed. For example, in customer service, 'level of empathy' could be on the list.

The process starts with listing specific behaviors that affect the job role. A panel of experts then sets about placing weight age on these particular behavior incidents. The next part is creating a checklist. Here, the 'rater' chooses and marks whether the employee's specific behavior leans towards good or bad. behind this method lies in outlining exceptional behavior. The theory is that under normal circumstances, employees with the same skill-set should have the same output.

Advantage of this method is that it is behavior-focused and personality-focused. On the negative side, it can be challenging to keep track of behavior throughout the day for the entire year and note down these specific behavior patter

2.7.2. Modern Methods of Performance Appraisal

However, organizations could also use modern performance appraisal methods to garner more accurate and valuable information on employee performance. Ultimately, these methods could improve the organization's performance, such as.

Management by Objectives (MBO): In the simplest terms, Management by Objectives is a method of creating an objective set of goals. The manager does this in collaboration with employees. The goals are then discussed and reviewed at specified intervals. MBO is one of the most sought-after and commonly implemented performance appraisal methods.There are four main parts to this employee performance appraisal method

- **Goal Setting**: The manager and employee figure out what goals they must set. These would Consist of outcomes that both parties feel need to be achieved

- **Performance Standard:** This is the standard that determines what is required to meet these goals. In other words, to what extent these parameters must be satisfied to achieve these goals.

- **Comparison**: A comparison is drawn between when the goals were set and a predetermined point in time, for example, three or six months down the line. Managers and employees can see what changes have come about.

- **Periodic Review**: This is where the employees and managers discuss the employee's development. The manager can then inform employees of what improvements are still required, which goals they have met or exceeded, and how to achieve these goals. Although MBO is widely used across many organizations today, it comes with its fair share of merits and demerits. Let's look at them:

- **Merits**: Appraisals can be more fair, detailed, and equitable because MBO emphasizes quantifiable goals. It raises employee awareness of the company's objectives. The majority of the time, employees are concerned with their own goals and the environment in which they operate. However, with MBO, they are proud to be a part of the organization's aims. This boosts their motivation and dedication. MBO frequently reveals areas where employees require additional training, resulting in career advancement.

- **Demerits:** While the MBO method is considered adequate, the objectives set must be both realistic and quantifiable. Another fact is that it takes time and effort to ensure its correct implementation. It is also likely that every role will need an MBO explicitly designed.

Behaviorally Anchored Rating Scales (BARS): Behaviorally Anchored Rating Scales rate an employee's specific behavioral traits that relate to performance. Each statement or question has additional statements that describe the extent to which that employee displays that particular behavior. One of its distinguishing features is that it also considers an employee's intangible characteristics and maps them to a rating scale. There are five parts to creating an effective BARS appraisal system Wiese, 2000).IdentifyingCritical Incidents: A set of behaviors or critical incidents that impact the job role must be identified.

- **Creating and Reallocating Performance Dimensions:** Various performance dimensions areput together, such as behaviors that impact a particular part of the employee's role. Those creating the surveys must also pool in their thoughts. They must

finally reallocate these behaviors into categories based on what the majority feels best determines the specific areas of the job role.

- **Quantifiable Scaling:** It is then required to understand the effectiveness of that behavior and put it against a scaling system.

- **The Final BARS Instrument:** The data collated is then compared to vertical scales. These can be used to compare the areas in which the employee has scored adequately and where they need improvement.

Some benefits associated with BARS and any downside this may have

Benefits: It is efficient both qualitatively and numerically. Bugs are unlikely to arise because BARS is meticulously constructed. It's unlikely to make a mistake when comparing an individual to the performance dimensions. This precision only contributes to the test's trustworthiness. It effectively eliminates bias to a great extent.

Downsides: This method is extremely personalized to each individual and hence takes a lot of time. It can be quite costly with respect to the time that is spent. Some performance dimensions can appear to be strikingly similar, or completely overlap. This makes it difficult to grade people on the dimensions, and discriminate validity may be compromised

OKR method (Objectives and Key Results Method:) This modern performance appraisal method has gained immense relevance in recent times. In essence, the OKR method (Objectives and Key Results Method) is a performance management tool that outlines, communicates, and measures goals within an organization, thereby allowing all the employees to work towards a common goal. However, different levels of the organization set different goals and track different metrics.

The five main benefits of OKR method are:

- **Focus**: OKRs help you focus on what matters most by setting clear objectives and key results that align with your company's goals.

- **Alignment**: OKRs ensure that everyone in your organization is working towards the same goals and objectives.

- **Commitment**: OKRs help you commit to achieving your goals by setting measurable targets that are challenging but achievable.

- **Tracking**: OKRs provide a way to track progress towards your goals and objectives, so you can make adjustments as needed.

- **Stretching**: OKRs encourage you to stretch beyond what you think is possible by setting ambitious targets that push you to achieve more than you thought was possible.

360-Degree Appraisal: Another modern method of performance appraisal involves assessing an employee from all around. It involves collecting feedback on specified parameters about an employee from their peers, subordinates, managers, and others who may interact professionally with them. It also requires the employee to complete a self-evaluation. In simpler words, all-rounded feedback from everyone the employee is associated with the report is then generated using average ratings from the respondents and can, in turn, be compared with the employee's self-evaluation. It is then used to create an action plan for them. Their performance is then reviewed periodically. According to Forbes, 89% of HR leaders agree that ongoing peer feedback and check-ins are key for successful outcomes.

360-degree appraisal is widely adopted by many leading organizations for the following reasons:

It's a systemized and sophisticated way of collecting reviews from various stakeholders involved in an employee's work lifecycle. Considering the views from people of all cadres, the HR team can form a holistic assessment for their employees. When a group can recognize all of their personal and team positives and negatives, they have the knowledge and drive to make meaningful changes.

Employees that receive this kind of feedback have the opportunity to receive more and more regular input from a number of sources. Even the best appraisal method comes with some drawbacks:

- **Cost Accounting Method:** It is an efficient and practical modern method of performance appraisal and evaluation. The cost of that employee executing their job

function, such as salary, benefits, and others, is compared to the monetary value they bring to the organization.

For example, a sales executive paid 'x' amount makes sales of 'y' amount. The difference between the two is the value of that employee's performance.

These are some of the factors taken into calculating the cost of the employee's service:

- Value of production or service in units
- Quality of service
- Overheads
- Accidents, damages, and such costs
- Relationships with others
- Cost of supervision, such as manager, etc.

While this method can be quite clinical, it may not work to measure all types of jobs. For example, it may be challenging to estimate the worth of a teacher's contribution to specific students. Basing their performance solely on their students' grades is not the best way to grade their value.

2.9. Who Conducts Appraisals?

The appraise may be any person who has through knowledge about the job content, contents to be appraised standards of contents and who observes the employee while performing a job. The appraiser should be capable of determining what is more important and what is relatively less important. He should prepare reports and make judgments without bias (Griffis, 2012)Possible combinations include: (1)Supervisors rating their employees; (2) Employees rating their superiors; (3) Team members rating each other; (4) Employees rating themselves (5) Outside sources rating employees, and (6) A variety of parties providing multisource, or 360°, feedback

Training is a crucial factor to conducting effective performance appraisals. Companies must train their managers on how to conduct performance appraisals and managers must know how to set proper goals and objectives at the beginning of the calendar or evaluation year.(Huber, 1983)

2.9.1 Supervisory Rating of Subordinates

The most widely used means of rating employees is based on the assumption that the immediate supervisor is the person most qualified to evaluate an employees' performance realistically and fairly (Ibid).

2.9.2 Employee Rating of Managers

The concept of having the superiors rated by subordinate is being used in most organizations today, especially in the developed countries. For instance, in most US universities, students evaluate a professor's performance in the classroom (Griffis, 2012) PA ratings also are used for management development purposes (Mathis, & John, 2008). Such a novel method can be useful in other organizational settings too, provided the relationships between superior and subordinates are cordial. Subordinates' ratings in such cases can be quite useful in identifying component superiors (Griffis, 2012)havingemployees' rate managers provides three primary advantages. First, in critical manager/employee relationships, employee ratings can be quite useful for identifying competent managers. Second, this type of rating program can help make a manager more responsive to employees. This advantage can quickly become a disadvantage if the manager focuses on being "nice" rather than on managing; people who are nice but have no other qualifications may not be good managers in many situations. Finally, employee appraisals can contribute to career development efforts for managers by identifying areas for growth. A major disadvantage of having employees' rate managers is the negative reaction many superiors have to being evaluated by employees. Also, the fear of reprisals may be too great for employees to give realistic ratings. This may prompt workers to rate their managers only on the way the managers treat them, not on critical job requirements. The problems associated with this appraisal approach limit its usefulness to certain situations, including managerial development and improvementefforts (Mathis, R. L., & Jackson, J. H., (2008)

2.9.3. Peer Rating

Having employees and team members rate each other is another type of appraisal with potential both to help and to hurt. Peer and team ratings are especially useful when supervisors do not have the opportunity to observe each employees' performance, but other work group members do

(Mathis, R. L., & Jackson, J. H., (2008) Peers appraisal may be reliable if the work group is stable over a reasonably long period of time and performs tasks that require interaction (Rao, 2012)

2.9.4. Self-Rating

Self-appraisal works in certain situations. As a self-development tool, it forces employees to think about their strengths and weaknesses and set goals for improvement(Mathis, R. L., & Jackson, J. H., (2008) If individuals understand the objectives they are expected to achieve and the standards by which they are to be evaluated, they are, to a great extent, in the best position to appraise their own performance. Also, since employee development means self-development, employees who appraise their own performance may become highly motivated(Rao, 2012) However, employees may not rate themselves as supervisors would rate them; they may use quite different standards. Evidence showing, whether people tend to be more lenient or more demanding,when rating themselves is mixed with a self-rating.Frequently higher than supervisory ratings. Still.Employeeself-ratings can be a useful source of performance information for development (Mathis, R. L., & Jackson, J. H., (2008)

2.9.5 Outsider Rating

Employees' performance in service organizations relating to behaviors, promptness, speed in doing the job and accuracy can be better judged by the customers or users or services (Rao, 2012)the customers or clients of an organization are obvious sources for outside appraisals. For sales and service jobs, customers may provide very useful input on the performance behaviors of employees. One firm measures customer service satisfaction to determine bonuses for top marketing executives. Use of such input has led to multi-source ratings (Mathis, R. L., & Jackson, J. H., (2008)sometimes consultants may be engaged for appraisal when 29 employees or employers do not trust the supervisory appraisal and management does not trust the self-appraisal or peer appraisal or subordinate appraisal. In this situation, consultants are trained and they observe the employee at work for sufficiently long periods for the purpose of appraisal.

2.9.6 Multi-source, or 360°, feedback

Multi-source rating, or 360° feedback, has grown in popularity. Multi-source feedback recognizes that for a growing number of jobs, employee performance is multi-dimensional and crosses departmental, organizational, and even global boundaries (Mathis, & John, 2008). According to (Brett, 2001)the 360 degree feedback appraisal mechanism is the process in which subordinates, peers, customers, and bosses provide anonymous feedback to managers on an employees' performance (Cyril & Christopher, 2012). The 360-degree feedback appraisal entails the systematic collection of performance data and feedback on an individual or group derived from a number of the stakeholders on their performance. The data are usually fed back in the form of ratings against various performance dimensions. 360-degree feedback is also referred to as multi source assessment or multi rater feedback. (Armstrong, (2006). Process can be generated for individuals from the person to whom they report, their direct reports, their peers (who could be team members and/or colleagues in other parts of the organization) and their external and internal customers (Armstrong, (2006).

2.10. Challenges of performance appraisal Process

2.10.1. Performance with the design and operations of the systems

Michael Beer (1987) asserts that a lot of the issues with the PA assessment system as a whole are connected to the goals. It is meant to achieve the administrative framework in which it is situated and the forms and procedures that make up the system. If the evaluation criteria are poor, the method is difficult, or the system is purely formal, the performance system can be held accountable. The evaluation could not be favorably received if the only factors considered were activities rather than output or personality qualities rather than performance. (1985) Cynthia, L. In line with Henderson (1984), which Deborah F.B. and Brain H. Kleiner (1997) cited,

Boise and Kleiner (1997) assert that organizations need a systematic framework to guarantee "Fair" and consistent performance evaluation." In their study on "designing an effective PAS," they come to the conclusion that senior management must be very committed to designing an effective appraisal system. Through individualized goals and performance standards, the system

should establish a connection between work performance and company objectives. They added that the system needs to promote an engaged and motivated staff. A system for frequent performance reviews, accurate record keeping, a well-defined measuring system, and a group of numerous raters to conduct the assessment are all necessary components of the system. It should also have a framework for providing the necessary training for supervisors, raters, and employees

2.10.1. Problem with the appraiser

One of the main causes of issues in PA is rater error. These errors cannot be easily eliminated, but teaching raters to recognize them can be useful. Errors made by raters are motivated by emotions, and they have an impact on the appraisal process. Even though managers may have many years of management expertise, successful PA doesn't just happen, and businesses shouldn't presume that managers are capable of conducting them in this manner. In fact, given that the procedure might vary from company to company, it is crucial that managers receive training to familiarize them with the PA philosophy at the company. This training should include a review of the forms, the grading system, and the purposes for which the data collected. It is important to constantly conduct training asa refresher for managers of all experience levels. PA is crucial for businesses and workers. "Rating errors" refer to a broad range of biases and inaccuracies that might affect PAs. These mistakes can have a significant impact on assessment outcomes since they occur throughout the rater's observations, judgment, and information processing. Because raters have not received equal training, evaluation systems can frequently be hindered or destroyed (Ivonivich, 1989). Even if the system is working properly, it should be obvious. As intended, a lack of information and expertise on the part of the raters can cause a number of issues and mistakes when performing an evaluation. The halo effect, central tendency, constant error, recent behavior bias, personal bias, and lack of objectivity are some of the most frequent rating faultsoutlined below.

Hallo Effect: The halo effect occurs during the evaluation when a manager gives an employee good rating across the board because of a single trait that the manager finds appealing. A person may excel in one area but be considered generally positive. When traits are unclear or new, the Hallo effect happens. The Hallo effect is demonstrated by the fact that, in order to balance the rating, a supervisor may offer a high rating to a worker who has minimal absences but a positive

working connection with the supervisor. Sometimes it occurs as a result of their positive relationship's emotional reliability. To lessen this issue, train raters to identify the issue and the person behind their performance Assigning the same level of rating to each performance dimension results in a propensity to incorrectly rank employees (2006. Glueck).

Central Tendency: When management assigns each employee a score that falls within a specific range, they are effectively treating all of the employees' performance as being on equal. Example: When a lecturer chooses to mark more carefully because of the class average. Therefore, the professor will give them a higher grade if the class as a whole does pretty well. On the other hand, if the class average is lower, his or her appraisal would be lowerDuring the rate evaluation (Rao and Rao 2004).

Strictness or leniency: A strict rater assigns ratings that are lower than what the subordinate merits. Superior subordinates suffer from this strictness error penalty. An illustration would be when the lecturer tends to give lesser grades due to the class average. Solution: Try to place more emphasis on each employee's individual performance rather than the overall outcomes. The lenient rater frequently assigns higher ratings to the subordinate than they are due. The forgiveness error penalizes exceptional subordinates in the same way that the strictness error does (Saiyadain, 1999).

Decency of events: PA should ideally be based on information gathered regarding a subordinate's performance over the course of a whole evaluation period (often six months to a year). However, as is frequently the case, the supervisor is likely to give greater weight to recent performance than to past performance practices. The decency of events mistake is what's causing this. The scores may be skewed if not all performance traits are taken into account when calculating subordinates' PA. F. C. Lunenburg (2012).

Personal bias: When management assesses something, he or she is doing so in accordance with their own ideals and biases, which simultaneously distorts the rating. These distinctions may be based on ethnicity, gender, age, religion, sex, and physical appearance. Example: On occasion, a manager will treat an employee differently if that management believes that the individual is homosexual. Solution: If higher-level supervisors conduct the examination, this type of evaluation can be rectified as a result of their reputation for being more partial (Ivancevich, 1989). There is also the argument that personal bias can have a significant impact on appraisal

outcomes when more expensive give a higher rating because the appraiser possesses features or characteristics that are associated with appraisers who are given lower ratings than they merit (Glueck, 1978). The aforementioned circumstance brought bias, stereotyping, and rivalry; the rater effect also includes these. Only specific people or groups receive excessively high or poor marks based on the rater's attitude toward the rate, not on real results or behaviors. Examples of this mistake include biases related to sex, age, race, and friendship.

Lack of Objectivity: The classic PA method's political flaw is that the rating scales aren't objective. For instance, it is challenging to quantify widely utilized traits like attitude, loyalty, and personality (Monday, 1990). Therefore, it is important to avoid basing employee evaluations on personal traits that could put the evaluator in a difficult situation with the employees.

2.10.2. Problems with the appraise

The issues with performance evaluation may also be related to the rates; examples include their attempts to give off an unwarranted impression, and one of the main issues with rates is acceptance in the workplace. Employees must understand the assessment system, feel that it is fair, and be sufficiently focused on their work to care about the outcomes for it to perform properly. Employee involvement in system design and some level of PE training are two ways to promote this understanding (Glueck, 1978). The core idea is that employees must initially adopt the goals of the performance appraisal system and voluntarily accept the performance standards and procedures of appraisal as reasonable, beneficial, and trustworthy. PE's issues can also be attached tothe ratestaking their efforts to make unneeded impressions as an example. Additionally, one of the main issues with rates is work area integration. When discussing impression management, Mark, C. (1995), claims that organizations occasionally exist where subordinates get credit for advancing management plans that are utterly incorrect and in pursuit of completely pointless goals, stifling criticism of either the purpose or of the method with cries of "commitment" and "loyalty". Recognition English has a large language to describe office ingratiates, including phrases that are considered "not in polite use" by dictionaries, suggesting that the behavior is broadly accepted but not widely practiced. However, research indicates that ingratiation does not necessarily result in favorable performance reviews. Insincere ingratiation couldbe occasionally too overt to pass muster or be pleasant. Additionally, appreciation and other impression management strategies taint assessment scores, making them less accurate

measures of the organization's genuine value. When employees witness people whose genuine performance is subpar but who are skilled at ingratiating themselves receive merit awards, promotions, or other favors, it tends to be negative for morale in addition to undermining PA and selection research (DR.P.G. Aquinas 2003)

2.2. Empirical Data

Performance evaluations are vital because they play a key role in every company's human resource strategy, claims (Khanna M. &., (2014).) The benefit of managing team and individual performance to achieve organizational goals is obvious. Because it accomplishes the department's primary objective of valuing the worth of the individual, which is the department of people development's primary objective, performance appraisal is an important tool in the hands of personal management. By using the performance management approach, employees and their managers can work together to enhance job outcomes and happiness. This strategy is most successful when both the employee and the supervisor actively participate and collaborate to realize the organization's objectives. Once a year, the employee and management have an evaluation meeting. However, a number of tendencies to changing the interaction and manner of the appraisal. The authors examined a few unstructured methodology, conventional methodologies, and contemporary performance appraisal techniques.

According to research done by ((Sri, 2016)14 supervisors from the Nepalese Council for Technical Education and Vocational Training (CTEVT) participated in the study. The supervisors' perspectives of performance evaluation in relation to employee development were investigated using a qualitative design. The results of the study revealed that supervisors thought the existing appraisal system was less efficient and that it was mostly used as a foundation for promotion criteria. The results of the review for the permanent staff were kept secret, and the non-permanent personnel were not eligible for it. Because they failed to discuss the outcomes, they were unable to define goals for ongoing development. The report advised the implementation of a complete performance review system that might possibly include employee development plans.

Russell Ahmad (2013) asserts that a number of ICT advancements will enable employees all over the world to interact and collaborate in the twenty-first century. All stakeholders in the organization will be impacted by the new discoveries and technology, but particularly the employees. It is possible to influence the work and work activities, and this will have an impact on the workers' performance both at the micro and macro levels. Activities related to performance reviews will also have an effect in regard to it, which will complicate the review.

According to (Addy, 2014)here were two competing viewpoints on the opinion of staff against that of students on performance appraisal boosting lecturers' productivity, which were published in the International Journal of Technology and Management Research (3–7). While the faculty disagrees, the majority of students concur that performance reviews don't have much of an impact on teaching and learning. Management does not pay much attention to student feedback or issues brought up during performance reviews. The techniques and ideas of performance appraisal should be institutionalized in order to increase the productivity of the Polytechnic personnel

According to (Aggarwal, A., & Thakur, G. S. M., 2013)Performance appraisal methods, using ranking and graphic rating scalesafter the research, the authors came to the conclusion that determining whether one methodology is better than another is challenging because it depends on the nature and size of the organization. Each methodology has its advantages and disadvantages. According to their conclusion, either the traditional method of performance appraisal or the modern method of performance appraisal is used by organizations. Organizations utilize a performance appraisal system to assess the efficacy and efficiency of their personnel. Because each individual approaches their task differently,a performance appraisal system is required. Workplace performance, communication objectives, estimating employee potential, and employee counseling are all benefits of performance appraisal.

According to(HAILEMICHAEL, 2022)cited byTeshome (2013).In his study in Ethio-telecomwhich claimed that 182 respondents working in the six zonal offices were asked to complete a questionnaire in order to gather primary data. The respondents were chosen using positive sampling strategies, and both descriptive and inferential approaches were used to evaluate them. Inconsistent performance standards and criteria, a lack of ongoing performance

feedback, a rater's inaccuracy in judging performance, and the usage of a performance evaluation program for administrative purposes alone were all revealed by the descriptive study. The inferential portion of his analysis showed that performance appraisal variables, notably the process and procedure of the appraisal, had a substantial positive link with both personal growth and organizational development. This led him to the conclusion that there was no prior communication on the appraisal procedures.

The overall effectiveness of the performance appraisal of the telecom industry in general and personal growth in particular was significantly impacted by the appraiser's lack of necessary skill and the insufficient performance measurement criteria.

According to MengistuGuliti(2018), the immediate supervisor in Ethiopia evaluates the performance review procedures. The majority of workers are unaware of the objectives of their organization's performance evaluations. The lack of conversation following the findings of the performance appraisal prevents employees from knowing whether their performance is strong or weak. According to the majority of respondents, this organization frequently exhibits rater committee bias, central tendency error, and contrast mistake.

For all of the above mentioned researchers to come up with solutions, there needs to be good coordination and procedures, a fair and open evaluation review committee, consistent feedback appraisal policy, and an objective system. It is important to use benchmarks. Motivational packages should be given to deserving employees, and while professors who persistently perform poorly require disciplinary action, the process of accepting criticism is crucial since it decides whether or not the staff will support the initiatives created to boost performance. Assuring that all employees are evaluated in accordance with their performance, it conveys the employee's acceptance of the evaluation process and the degree of faith they have in its fairness and transparency.

According to (Nadia,2023).Performance appraisals face several challenges that can impact the accuracy and fairness of the process. These challenges include biases, such as personal or cultural bias, the recency error, where recent performance is given too much weightage over an employee's overall performance. Then there are inefficient feedback systems and a lack of competence in the appraisal process by new managers or employee resistance to the process.

2.3. Conceptual Framework of the study

The Performance Appraisal result of an individual employee leads to administrative and developmental uses. The conceptual framework is based on the Performance Appraisal process; as I mentioned in this chapter, the Performance Appraisal process begins with the setting up of criteria, which are communicated and explained to the employees so that they know what is expected of them. Once the performance standard is specified and accepted, the actual performance is measured and compared with the predetermined performance standards. The results of the appraisal are communicated to and discussed with the employee, and then the final steps are corrective actions. That the performance appraisal also helps the managers with administrative and developmental decision-making and corrective actions based on employees' performance results.Based on literature review and research objective the following conceptual model has been developed

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┌─────────────────────────────────┐
│     Employees' performance      │
└─────────────────────────────────┘
                 ↓
┌─────────────────────────────────┐
│  Setting Performance Standards  │
└─────────────────────────────────┘
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┌─────────────────────────────────┐
│     Communicating Standards     │
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┌─────────────────────────────────┐
│      Measuring Performance      │
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┌─────────────────────────────────┐
│     Comparing with Standards    │
└─────────────────────────────────┘
                 ↓
┌─────────────────────────────────┐
│       Discussing Results        │
└─────────────────────────────────┘
                 ↓
┌─────────────────────────────────┐
│    Taking Corrective actions    │
└─────────────────────────────────┘
```
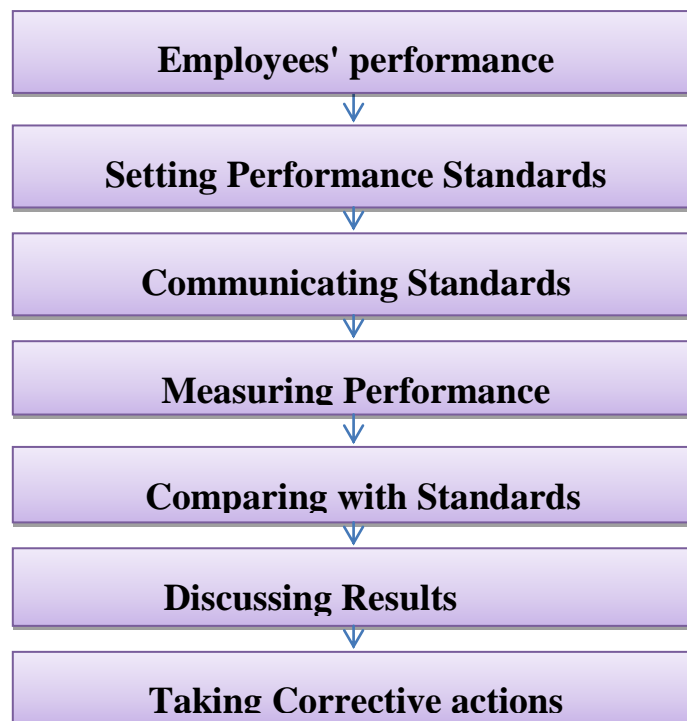
Figure-1: Conceptual framework

Source: Researcher's own framework

CHAPTER THREE

RESERCH DESIGN AND METHODOLOGY

In order to achieve the objective of this paper, using of appropriate methodology that helps to approach the research scientifically is the priority attention given by the researcher. This part includes research design andApproach,Target Population, sample Sizeand sampling technique, Sources of Data,instrument for data collection, procedure of data collation, method of data analysis, reliability and validity, and ethicality issue

3.1. Research Design and Approach

According to (Malhotra, N., & Birks, D. F., 2007)A research design is a framework or blueprint for conducting research. It details all the necessary information needed to structure and solve the research problems. Even though a broad approach to the problem has already been developed, the research designs specify the details. The research design is the foundation on which the research project is built. A good research design seeks to ensure that the research project is conducted effectively and efficiently.

This researcher used a descriptive research design because it best served the objectives of the study, which were to examine "performance appraisal system andchallenges in AAAE. (Geoffrey, L., 2016)define descriptive research as a type of study that identifies and gathers details on the features of a certain topic or issue by describing occurrences as they actually exist.

3.2 Target Population

The target population of this study was 200.Mainly employees of Addis Ababa Abattoirs Enterprise Who working human resource and marketing department have experience of more than or equal to one year. These employees were selected as respondents because they at least face performance appraisal two times in AAAE and it is believed that they have enough knowledge about appraisal practice of the enterprise. Thus, the study excluded those employees

who have less than one year experience. It gives a chance to expose the company's performance appraisal process and challenges.

3.3.Sample Size and Sampling Techniques

3.3.1. Sample Size

The sample size of this study was determined by a mathematical formula using confidence level as the parameter, which assumes that 95 times out of 100, the estimate from the sample included the population parameter.

The total population in this study is 400 employees at human resource and marketing department working for more than one year in the enterprise.The sampling was carried out based on the following equation (Yamane, 1967)

n =N/1+N (e) 2
Where,
 N=Population size
n =sample size
 e = acceptable magnitude of error with 95% confidence level
= 400/1+400*(0.05)2
 =400/1+ 400 *0.0025
 = 400/ 1+ 1
 = 400/ 2
 =200   thesample size of the study is 200.

3.3.2. Sampling Techniques

Stratified random samplingmethod used fordistributesquestioners which included 200 employees from HR management and marketing departments.This technique is beneficial in cases where the population is heterogeneous.by dividing the population into strata, researchers can ensure that their sample is representative of the population and remove sampling biases, which assures that the statistics are representative. The researcher disregards this in order to

assure the population's representativeness. For those with direct responsibility for the performance appraisal system, a purposeful sample methodology was also implemented. The researcher thinks that by using this strategy, it was able to get in-depth knowledge about the performance appraisal system of the Addis Ababa Abattoirs Enterprise from those who could supply it.

3.4. Sources of Data

In order to fulfill my research objective, this study gathered data from both primary and secondary sources of 200 employees who working inHR management and marketing departments. Various departments of the company receive questionnaires of both types (closed-ended and open-ended), along with managers, because primary sources are crucial to collecting data that helps the study achieve its goal. Secondary sources were used to gather data that provided the information needed to gather primary data. The Amharic language was used in the question because it is the language that the company uses to evaluate performance

3.4.1. Questionnaire

The questionnaire for this study is designed to gather information from workers in all categories. Both closed-ended questions with a predetermined scale for answer and open-ended questions that gave respondents the freedom to express their thoughts were raised in the questionnaire. All employees in the company with experience equal to or more than one year received the surveys. The researcher thinks that employees with more than a year of experience have dealt with performance reviews at least twice, so they are more familiar with the subject and have greater knowledge about it. In order to administer the questionnaire, questions are written on a page and given to respondents with the expectation that they will return theon paper with their responses. The benefit of employing the questionnaire approach is that it gives respondents time to consider their responses, which lowers the likelihood of inaccuracy

3.4.2. Interview

The interview was one method for gathering information on the procedures,challenges,process, and participants in performance appraisals. The researcher made contact with top human

resource personnel for the interview. The interview greatly aids the researcher because it is the most effective technique to acquire in-depth understanding of the problem and helps to gate replies for questions that are inappropriate for the questionnaire.

3.5. Data Gathering Instrument

Both primary and secondary data collection techniques were used in this investigation. A survey and HRD perspective were obtained through structured interviews in order to get input on the main data source. As a result, an evaluation of the methods and difficulties in corporate performance appraisal can be presented by the key data instrument. In addition to providing information about the systems and challenges of performance appraisal through various business rules, procedures, and manuals, secondary data tools can also assess numerous publications, including books, articles, and literature reviews.

3.6. Data Collection Procedures

As mentioned above in the sources of data section 200 Questionnaires were prepared and distributed to 200 employees of the company.Before the distribution of questionnaires for collecting data it was checked by the advisor of the researcher and those persons who have enough knowledge in the area. When the researcher believes that the questionnaire is sufficient to collect the necessary data it distributed to respondents and then by making the appropriate follow up the researcher himself collected the instruments from the respondents.

Before the interview the researchers read or have background information about the topic area. And also the researcher asked the respondents about the time place and condition of making interview. During the interview the interviewer must follow up the respondent, take the response in the form of note if necessary in form of record. After the interview the interviewer have thanked the interviewee for his/her time, cooperation etc

3.7. Data Analysis Method

Due to the descriptive nature of the study, SPSS 20 was utilized to gather and analyze the data in order to ascertain the overall result of the investigation. Tables and descriptive methods like frequency, percentages, and mean were used to compile the results and compare them, and

interpretations were given. Regarding the interpretation of the variables employed on the Liker scale, the measurement was based on a survey. To ensure completeness, all the qualitative information gathered from key informants was continuously summarized. The information gathered through interviews and various organizational papers was also condensed, classified, and presented in a way that communicates the main outcome of the study

3.8.Pilot test

In this study, the questionnaires were pilot tested to make sure the items were clear and unambiguous in order to assure the instrument's reliability. The main study's sample size of 25 respondents was used for the pilot test. They were chosen at random from among AAAE personnel working in human resource and marketing.after pilot tested the researcher tray to avoid unclear and unambiguous instrument's.

3.9. Reliability and Validity analysis

Reliability

Table 1: Reliability Statistics

Variables	Cronbach's alpha	Cronbach's alpha Based on standardized	N
Business strategic plan	0.779	0.793	4
Performance standards setting	0.823	0.824	2
Communicating the Performance Standards	0.779	0.774	4
Measuring the Actual Performance	0.732	0.739	4
Comparing Actual Performance appraisal with Standards	0.614	0.64	4
Providing Feedback	0.705	0.705	4
Challenges of Performance appraisal	0.879	0.879	3

The reliability of the scale was assessed using the Cronbach's alpha method, as indicated in the table above**(Lamsah, S., & Zamrudi, Z., 2019)**States that a Crobch's alpha results of (0.7) or higher indicates an adequate level of internal dependability. As a result, the study's questionnaires were 80.1 percent internally consistent, according to the results.

Validity

Validity is ways of demonstrating and communicating the rigor of research processes and the trustworthiness of research findings. If research is to be helpful, it should avoid misleading those who use it.The strength of the evidence supporting the proposed interpretation of test results for a given purpose is known as validity. The research's content validity examined.the In addition to consulting with subject-matter specialists, the researcher also took the advisor's advice into consideration when choosing the data gathering tool. The research specialists' and advisor's insightful remarks, adjustments, and recommendations greatly aided in the instrument's validation. The researcher's advisor reviewed the questionnaire before it was sent to make sure its validity.And the required changes have been made. The questionnaire was translated into Amharic before being distributed as a pilot test because the enterprise gives its performance appraisal in Amharic.

3.10. Ethical consideration

One of the most important topics in study that needs special treatment is ethical concern. The relevant authority in the field of study was informed of the study's goals and objectives in order to get permission to perform this research. Additionally, no one's private information had been made accessible to the public to protect persons from any consequences of their questionnaire response. The survey participants received the relevant information regarding the study's purpose at the start of the survey and as part of the survey questionnaire. Respondents were aware that the study was solely intended for academic purposes, that their responses would be kept confidential, and that the study would only be utilized for the stated goal. The investigator recognized his

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter deals with analysis, interpretation and discussion of the data collected through questionnaire and interview. Responses for measures on the questionnaire are summarized and presented by using tables.

4.2. Response rate

This response rate is considered satisfactory to make conclusions for the study.According to (Mugenda, 2008). Observed that a50% response rate is adequate, 60%good and above, while 70%rated very well. This implies that based on this assertion, the researcher enabled to analyze the employee performance appraisal process and challenge in AAAE

The total size was drawn from the conveniently in Addis Ababa abattoirs enterprise. All questionnaires distributed to employees working HRM and marketing department. And Interview was conducted general manager of the enterprise and HRM.in this case

Table 2:**Descriptive analysis of Response rate**

	In number	**In %**
Total population	400	100%
Sample size	200	65%
TotalQuestions distributed,	200	100%
Questions properly filled and collected	180	90%
Questions not returned	20	10%

4.3. Mean, Frequency, Percent, interpretation

To describe the mean score of participant, mean score measurement used by(Pihie, Z. A. L., Bagheri, A., & Sani, Z. H. A., 2012)was applied the following table

Table 3:Description of Mean score

Mean Score	Description
< 3.39	Low
3.40-3.79	Moderate
> 3.80	High Findings

4.4. Demographic information of respondent

Table 4:Demographic information of respondent

	Items	Frequency	Percent
Gender of respondents	Male	93	51.7
	Female	87	48.3
	Total	180	100.0
Age of respondents	25-30	48	26.7
	30-35	62	34.4
	35-40	29	16.1
	above 40	41	22.8
	Total	180	100.0
Respondents educational level	Diploma	73	40.6
	Degree	105	58.3
	Masters	2	1.1
	Total	180	100.0
Respondents work experience	Two years	30	16.7
	Three years	21	11.7
	3-4 year	34	18.9
	5-6	94	52.2
	Total	179	99.4

Source: Own questioner survey, 2023

In the table above, it says, "As it shows, men are 51.8% and 47.3% are women." This shows that while the majority of the workers in the AAAE are men, women's numbers are partially proportionate.

The top of the table describes the age of the respondent. 28.6% of workers are 25–30 years old, 37.5% are between, 30-35, 13.4% are 35–40, and 19.6% are over 40. As seen from the table, the majorities of Addis Ababa's Abattoirs Enterprise staff are in the youth range and have power, which is a great opportunity for the organization.

It is possible to understand from the above table that 60.7% of the workforce is in the category of degree holders; additionally, the table above shows the second category is 37.5%, diploma holders, and.9%, respectively, Master's degree holders. This did not have any negative impact on the results of the study; in fact, Enterprise has employees with good academic qualifications. In addition, increasingly good knowledge is associated with the process of performance appraisal and the implementation of the level of education. It is always assumed that educated staff will often contribute positively to the performance appraisal and appraisal process, due to their level of education and experience.

The result from the above table shows the work experience of the respondents. It shows that 50.0% of employees are in the category of having between 5 and 6 years of experience. The second 18.8% of employees are in the category of having between 3 and 4 years of experience. Thirdly, 17.0% of employees have 2 years of experience. And 12.5% have 3 years of experience. This means most of the Addis Ababa Abattoirs Enterprise employees have experience ranging from 5 to 6 years.

4.3 Data Analysis Pertaining to the Study

The study is descriptive research in which the analysis and interpretation of the collected data are described in terms of frequency, percentage, and mean and are used to analyze the quantitative data through the statistical method of analysis using descriptive statistics through SPSS version 20.While summary and narration are used to analyze the quantitative dataOf the 200 questionnaires that were distributed, 180 were returned and used for the study. Therefore, the respondent rate can be shown as 90%. (180/200)*100)) this means the expressiveness of my sample has increased

The summary of the descriptive statistics is shown below in Table 6, "Performance StandardsSetting and Appraisal Process." It indicates that all variables are evaluated based on a 5-point scale (1 being strongly disagreed with and 5 being strongly agreed)

Table 5:Response on,Enterprise business strategic plan

	Statements		Level of Argument					Mean
			5 SA	4 A	3 N	2 D	1 SD	
1	The organization has clearly defined its strategic to employee.	N	98	56	22	4	-	4.38
		%	54.4	31.1	12.2	2.2		
2	The organization has smart strategy that can easily be performed	N	43	74	44	14	5	3.76
		%	23.9	41.1	24.4	7.8	2.8	
3	The organization's strategy is clearly understandable.	N	57	76	34	13	--	3.98
		%	31.7	42.2	18.9	7.2		
4	The organization's strategy is according to my job specification.	N	80	81	19	-	-	4.34
		%	44.4	45	10.6			
						Aggregate mean		4.11

Source: Own questionnaire survey, 2023

As the above table indicates 85.5% of the respondents agreed that the enterprise clearly defined its strategic objectives, 12.2% are neutral, and 2.2% disagree. This shows that Addis Ababa Abattoirs Enterprise has clearly defined its strategicto employee.

According to the information provided above, 65% agreed that the organization has a smart strategy that can be easily implemented, 24.4% were neutral, and 7.8% of respondents similarly disagreed. This result shows that the enterprise has a smart strategy that can easily be implemented. Also According to the table above, the majority (73.9%) agreed, 18.9% were neutral, 7.2% were indifferent, indicating that this showed that the agency would clearly set out its strategy. For the equation, the organization's strategy is according to my jobspecification. The majority of respondents (89.4%) agree, and 10.6% are neutral. This question indicates that the enterprise strategy is mostly according to my job specification

According to Pihie (2009) Mean score of the participants mean score measurement ≥ 4.5 =Very High, 3.51-4.51 = High, 2.51-3.5 = moderate, 1.51-2.5=Low, <1.5 = very Low (Crewel, 2012).so the above table data result indicate on business strategic planis Very High. Aggregate mean is (4.11)

The majority of respondents working at AAAE agree that the business strategic plans are smart strategies that can be easily implemented. Clearly understandable strategy and the enterprise strategy are mostly linked to jobs. This shows that AAAE is achieving its objectives for the business strategic plan.

Atiomo (2000) agrees with Fajana (1997) that performance appraisal is a system which provides organizations with a means of identifying not only what people's performance levels are but which areas those levels need to be improved if maximum use is to be made of human resource. According to Atiomo, every organization should ensure that the individual is clearly aware of what his functions and responsibilities are to make performance appraisal effective.

Table 6: Response on,setting employee PerformanceAppraisal Standards

	Statements		Level of Argument					
			5	4	3	2	1	Mean
1	The standard set for performance appraisal is clearly defined and non-ambiguous	N	41	81	41	17	-	3.81
		%	22.8	45	22.8	9.4		
2	Standards are related to the desired result of each job	N	29	64	69	18	-	3.58
		%	16.1	35.6	38.3	10		
3	Performance standards are clear to both the appraiser and appraise	N	32	72	56	18	2	3.63
		%	17.8	40	31.1	10	1.1	
4	Standards are established according to individual job description	N	76	33	46	20	5	3.62
		%	18.3	42.2	25.6	11.1	2.8	
	Aggregate mean							3.66

Source: Own questionnaire survey, 2023

Based on the gathered data from employees of the enterprise, 67.5% of employees strongly agree and disagreethat the standards set for performance appraisal is clearly defined and non-ambiguous; 22.8% are neutral; 9.4% disagree. Among the questions asked, 51.7% of respondents agree that standards are related to the desired results for each job, 38.3% are neutral, and 10.0% disagree.The other question forwarded to the respondents on performance standards is clear to both the appraiser andappraise. 57.8% strongly agree, 31.1% are neutral, and 10.0% disagree. Againthe respondents were asked, the standards are established according to individual job description. 60.5% agreed, while 25.6% were neutral, and 13.9% disagreed.

According toPihie (2009) Mean score of the participants mean score measurement ≥4.5 =Very High, 3.51-4..51 =High ,2.51-3.5 = moderate ,1.51-2.5=Low,<1.5 = very Low (Crewel,2012).so the above table data result indicate Setting Performance Appraisal Standards is moderate .aggregate mean is (3.66)

Most of respondentsagree on that AAAE are partly related its performance appraisal standards to the desired results of each work, but it does not show that the full performance is directly related to the desired outcome. So this shows the negative side of the enterprise. Therefore, theAAAE Enterprise when Setting Performance Evaluation Standards should consider the requirements for each work and the desired results.

According to Wether and Davis (1996), to hold employees accountable, a written record of the standard should exist, and employees should be advised of those standards before the evaluation occurs. Providing the opportunity for employees to clearly understand the performance standards will enhance their motivation and commitment to their job.

Table 7: Response on, communicating Employees Performance Appraisal standards

	Statements		Level of argument					Mean
			5 SA	4 A	3 N	2 D	1 DS	
1	Employees are clearly communicated the purpose of Performance Standards as well as the process of appraisal	N	19	45	74	35	7	3.19
		%	10.6	25	41.1	19.4	3.9	
2	Employees understand their roles and know what exactly is expected from them	N	39	83	47	11	-	3.83
		%	21.7	46.1	26.1	6.1		
3	The standards can also be modified according to the relevant feedback from the employees or the evaluators.	N	42	69	34	25	10	3.6
		%	23.3	38.3	18.9	13.9	5.6	
4	Employees can appeal to the higher official if they perceive the result is biased and inaccurate.	N	52	59	23	27	19	3.54
		%	28.9	**32.8**	12.8	15	10.6	
	Aggregate mean							3.54

Source: Own questionnaire survey, 2023

Employees are clearlycommunicated the purpose of Performance Standards as well as the process of appraisal. As you can see in the table above, employees express explicit opinions about the performance standard and the assessment process,35.6% of them strong agree and agree, that Employees are clearlycommunicated the purpose of Performance Standards as well as the process of appraisal. 41.1% are neutral, and 23.3% disagree on the issue. Most of the respondents are neutral and disagree. Therefore, the organization has a broad gap in discussing the performance standard and the evaluation process.

According to the above table of question, 67.8% agreed that employees understand their roles and know exactly what is expected of them, 26.1% are neutral, and 6.1% disagree. This shows that the organization has good training to help employees understand their roles and know exactly what is expected of them. The Other question of the table shows that 61.6% of

respondents agreed, that the standards of the enterprise can be modified according to the relevant feedback from the employees or the evaluators. 18.9% are neutral, and 19.5% disagree. The result shows that Addis Ababa Abattoirs Enterprise has a flexible attitude if employees have complaints.

The above table shows that 61.6% of the non-manager respondents agreed that they could appeal to the higher official if they perceived the result as biased and inaccurate. 12.8.% indicated neutral and 25.6% are disagreeing on it. Performance appraisals can be biased or inaccurate as a result of a variety of factors. So the above respondents result indicates that the enterprise has a good mechanism to appeal to higher officials about performance appraisal results.

According to Pihie (2009) Mean score of the participants mean score measurement ≥ 4.5 =Very High, 3.51-4.51 = High, 2.51-3.5 = moderate, 1.51-2.5=Low, <1.5 = very Low (Crewel,2012).so the above table data result indicateproblems of communicating Performance Appraisal isHigh. Aggregate mean is (3.54).AAAE employees have a huge gap in communicating the purpose of performance standards as well as the process of appraisal. They also need good training to understand their roles and know exactly what is expected of them. The Addis Ababa Abattoirs Enterprise standards of the enterprise can be modified according to the relevant feedback, and most of the respondents agreed that they can appeal to the higher official if they perceive the result to be biased and inaccurate.

Accordingto(Rao, 2012)one of the major issues in performance appraisal is communication. If one's performance is not communicated to him or her, there is no way the person's performance will improve in the future, which would definitely defeat the purpose of performance appraisal. If a supervisor fails to communicate with his subordinate in terms of strengths and weaknesses, the subordinate's future performance would be in jeopardy.

Table 8:Employee'sResponse on, measuringemployee's performance

	Statements		Level of argument					Mean
			5 SA	4 A	3 N	2 D	1 SD	
1	The actual performance of the employee is measured based on the standards of the enterprise.	N	58	54	37	22	9	3.7
		%	32.2	30	20.6	12.2	5	
2	My rater usually keeps a file of what I have done during the appraisal period to evaluate my actual performance.	N	15	66	30	53	16	3.06
		%	8.3	36.7	16.7	29.4	8.9	
3	The measurement is carried out with a careful selection of measurements.	N	18	55	69	31	7	3.26
		%	10	30.6	38.3	17.2	3.9	
4	Personal bias does not affect the outcome of the appraisal process.	N	47	55	63	15	-	3.74
		%	26.1	30.6	35	8.3		
	Aggregate mean							3.44

Source: Own questionnaire survey, 2023

The above table indicates that 62.2% of respondents agreed that the actual performance of the employee is measured based on the standard of the enterprise, and 20.6% are neutral. 17.2% disagreed. This indicates that the enterprise measures the actual performance of the employee based on the standards of the enterprise. Performance should be measured based on an employee's overall impact, cost efficiency, effectiveness, and ability to implement best practices.

As shown in the above table, 45% of respondents agreed their raters kept a file on what I had done during the appraisal period to evaluate my actual performance records, 16.7% are neutral and 30.3% disagreed. From the responses, I can say that the majority of the respondents clearly indicated their agreement and disagreement, so to approve whether raters keep a file done during the appraisal period or not, the enterprise must check the job of raters.

From the above table, 40.6% of the respondents agreed on the measurement carried out with careful selection of measurement. 38.3% are neutral. 21.1% disagreed. In this case, most of the respondents were neutral.

Other questions asked, Personal bias does not affect the outcome of the appraisal. 56.7% of respondents strongly agreed or agreed, 35.0% were neutraland 8.3%. Disagreed, and It indicates most of the respondents are agree. Therefore, AAAE needs to avoid personal bias. And the enterprise must be careful of personal bias when implementing the appraisal process.

According to Pihie (2009) Mean score of the participants mean score measurement ≥ 4.5 =Very High, 3.51-4.51 = High, 2.51-3.5 = moderate, 1.51-2.5=Low, <1.5 = very Low(Crewel,2012).so the above table data result indicatemeasuring employees Performance is High. Aggregate mean is (3.44)

it shows that measuring employees performance at aaae needs to avoid personal bias. and the enterprise must be careful of personal bias when implementing the appraisal process.

The evaluation of actual performance comes after the performance standard has been established and approved. To do this, it is necessary to select the appropriate measuring method, recognize the internal and external elements affecting performance, and gather data on the outcomes. Data collection on performance is done through personal information, written reports, and in-person interactions. It is important to compare the performance of various personnel while measuring it. According to Gupta (2012), the measurement's subject and method are equally crucial

Table 9: EmployeeResponse on,comparingactual Performance with Standards

	Statements		Level of argument					Mean
			5 SA	4 A	3 N	2 D	1 SD	
1	The comparison shows deviations in the performance of the employee from the standards.	N	10	29	100	35	6	
		%	5.6	16.1	55.6	19.4	3.3	
2	Information generated through performance evaluation in is used to diagnosis both enterprise and individual problems based on performance result	N	10	59	41	53	17	2.96
		%	5.6	32.8	22.8	29.4	9.4	
3	Whenever there is a gap between employee performance standards, the employee will be provided training on performance.	N	13	39	55	40	33	2.77
		%	7.2	21.7	30.6	22.2	18.3	
4	The performance review meeting will be prepared in order to discuss the performance appraisal with the employee.	N	21	21	56	46	36	2.69
		%	11.7	11.7	31.1	25.6	20	
Aggregate mean								2.86

Source: Own questionnaire survey, 2023

According to the table, 21.7% of respondents agree, 55.6% are neutral, and 22.7% disagree.On Comparison doesn't show the deviation in the performance of the employee from the standards. This is to say that employees and performance standards are going in different directions. So AAAE abattoirs should be working on performance appraisal comparisons to identify deviations in the performance of the employee from the standards.

Similarly, 28.9% of respondents agreed, 22.8% were neutral, and 38.8 % disagreed, performance evaluation being used in enterprise to diagnose both enterprise and individual problems based on performance results.

Additionally, 29.4% of respondents agreed. 30.6 % of respondents are neutral, 40.5% disagree about whenever there is a gap between employee performance standers the employee will be provided training. This result shows that most of respondents are disagree. the result shows that Enterprise does not have a conversation with employees. So the agency should be informed for employees that the training purpose.

Additionally, 32.4% agreed to the question of whether a performance review meeting will be prepared in order to discuss the performance appraisal with the employee, 31.1% were neutral, and 45.6% disagreed.

According to Pihie (2009) Mean score of the participants mean score measurement ≥ 4.5 =Very High, 3.51-4.51 = High, 2.51-3.5 = moderate, 1.51-2.5=Low,<1.5 = very Low (Crewel,2012).so the above table data result indicatecomparing actual Performance Appraisal with Standards ismoderate.Aggregate mean is (2.86)

It is important to compare employee job performance to the established standards after reviewing and measuring it to determine whether there has been a variation. When performance is compared to standards, it either meets standards or it doesn't (Wether and Davis, 1996). Employees should be appraised using the appropriate evaluation approach, and the business should set proper and consistent assessment technique, in order to identify actual results. In this situation, the appropriate personnel gap will be found, and appropriate corrective action will be done

Table 10:Employee Response on, Providing Feedback

Statements			Level of argument					
			5 SA	4 A	3 N	2 D	1 SD	Mean
1	All feedback is written in objective terms and addressed to the employee in a professional and positive manner.	N	28	46	53	42	11	3.21
		%	15.6	25.6	29.4	23.3	6.1	
2	The feedback I get helps me gain insight into my weaknesses and strengths.	N	15	54	46	41	24	2.97
		%	8.3	30	25.6	22.8	13.3	
3	My rater regularly gives me feedback that is important to the things I do at work.	N	19	28	64	48	21	2.87
		%	10.6	15.6	35.6	26.7	11.7	
4	The standards will be modified according to the relevant feedback from the employees or the evaluators.	N	21	25	64	49	21	2.87
		%	11.7	13.9	35.6	27.2	11.7	
Aggregate mean								2.86

Source: Own questionnaire survey, 2023

As the table shows, 41.2% agreethat the enterprise Feedback is written in objective terms and speaks to an employee in a professional and positive manner. Even though 29.4% of respondents are neutral, 29.4% of respondents disagree, so the enterprise needs to work more on performance appraisal feedback to be written in objective terms and in a professional and positive manner.

From the above description, the feedback I get helps me gain insight into my weaknesses and strengths. 38.3% of respondents agreed on the equation, 25.6% were neutral, and 36.1% disagreed. So, AAAE should focus on educating employees about the use of feedback.

As observed from the above respondents (26.2%) agreed that they receive regular feedback from their appraiser. While 35.6% were neutral, and 38.9% rateddisagreedthis indicated they do not receive feedback regularly.it. This result shows Addis Ababa's abutter enterprise employees do not have equal access to regular feedback. So, Addis Ababa Abutter's enterprise needs to work on having all employees have equal access to regular feedback. The same regard for giving regular feedback. It helps the employees in their positions. And one of the essential purposes of

performance appraisal evaluation is to inform employees of their performance appraisal results so they can improve employee limitations and achieve organizational objectives; otherwise, it is a waste of time.

As per the data presented on the above table, the standards will be modified according to the relevant feedback from the employees or the evaluators. 25.6% agreed, 35.6% were neutral, and 38.9% disagreed. Regarding the above information, most of the respondents were neutral or disagreed. The enterprise standards are not modified according to the relevant feedback from the employees or the evaluators.

According to Pihie (2009) Mean score of the participants mean score measurement ≥ 4.5 =Very High, 3.51-4.51 = High, 2.51-3.5 = moderate, 1.51-2.5=Low, <1.5 = very Low (Crewel, 2012).

The above table data result indicates that enterprise giving feedback is moderate.According toAggregate mean is (2.86)there is a problem when they give feedback in objective terms and speak to employees in a professional and positive manner, knowing the purposes of feedback, getting equal access to regular feedback, and modifying standards according to the relevant feedback, I suggest that AAAE needs to work on the feedback area.

Feedback is an important part of performance appraisals. According toLongenecker (1997), the rates should be given feedback on their competence and overall progress within the organization. The feedback should be specific and timely and be against the predetermined performance expectations. The feedback should be provided on a continuous basis—daily, weekly, or monthly reviews (Lee, 2005).

Table 11:EmployeesResponses on, Taking Corrective Actions

Statements			5 SA	4 A	3 N	2 D	1 SD	Mean
			Level of argument					
1	The objective of corrective action is to correct and resolve employee performance problems and retain employee productive	N	41	65	40	34	-	3.63
		%	22.8	36.1	22.2	18.9		
2	The objective of corrective action is to provide my strength and weakens	N	42	58	55	24	1	3.64
		%	23.3	32.2	30.6	13.3	0.6	
3	The corrective action is given after fair and objective investigation is made	N	23	43	56	47	11	3.11
		%	12.8	23.9	31.1	26.1	6.1	
4	Employees will be provided couching, counseling retraining when there is incapability	N	22	54	40	50	14	3.11
		%	12.2	30	22.2	27.8	7.8	
						Aggregate mean		3.37

Source: Own questionnaire survey, 2023

According to the above table, 58.9% of respondents agreed that the objective of corrective action is to correct and resolve employee performance problems and retain employee productivity; 22.2% are neutral, and 18.9% disagree; therefore, most respondents and the interviewed manager agree that enterprise corrective action is to correct and resolve employee performance problems and retain employee productivity.

The majority of the respondents, 55.5%, agree that the enterprise objective of corrective action is to provide strength and weakness, 30.6% are neutral, and 13.9% disagree, so when I compare the results of the respondents, the enterprise objective of corrective action is to provide strength and weakness to increase the efficiency of the enterprise.

When we see that corrective action is given after a fair and objective investigation is made, 36.7% of respondents agreed. 31.1% are neutral, and 32.2% of respondents disagree, so this result shows Corrective action is not given after a fair and objective investigation is made

As stated in the above table, 42.2% of respondents agreed on enterprises provided couching, counseling retraining when there is incapability, 22.2 % are neutral and 35.6% are disagreed about stated question.in my interview to manage he agree that the enterprise provide couching, counseling retraining when there is incapability

According to Pihie (2009) Mean score of the participants mean score measurement $\geq 4.5 =$Very High, 3.51-4.51 $=$ High, 2.51-3.5 $=$ moderate, 1.51-2.5=Low,<1.5 $=$ very Low (Crewel,2012). The above table data result indicatethat the enterprise Taking Corrective Action ismoderate.Aggregate mean is (3.37).

When I conclude that the above table of questions indicates that most of the respondents agree that corrective action is to correct and resolve employee performance problems and retain employee productivity, the objective of corrective action is to provide strengths and weaknesses, corrective action is not given after a fair and objective investigation is made, enterprises provide coaching, counseling, and retraining when there is no capability, so I suggest that AAAE keep up regarding the above list of findings.

Giving the appropriate corrective action can improve employee performance appraisals and be used to improve both present and future performance of employees, provide prompt feedback, boost motivation, identify training needs, recognize employee potential, communicate expectations to the employee, concentrate on career development, grant salary increases, and address workplace issues. \

According to(Walsh, K.& Fisher, D. (2005).)Can be used to define job objectives, offer data for human resource planning and career achievement, evaluate the success of the hiring process, and act as a reward or punishment

Table 12: Employees Response on, Challenges of Performance appraisal

	Statements		Level of argument					
			5 SA	4 A	3 N	2 D	1 SD	Mean
1	Evaluators are not experienced and they don't have necessary training to carry out the appraisal process.	N	28	86	37	25	4	3.61
		%	15.6	47.8	20.6	13.9	2.2	
2	Employees do not have the chance to give feedback while conducting the result.	N	29	51	61	29	10	3.33
		%	16.1	28.3	33.9	16.1	5.6	
3	The employee does not know the measurement tool of performance appraisal	N	38	58	55	26	3	3.57
		%	21.1	32.2	30.6	14.4	1.7	
4	The performance appraisal is not free from discrimination on ground of gender, race and disability	N	49	64	31	25	11	3.64
		%	27.2	35.6	17.2	13.9	6.1	
							Aggregate mean	3.54

Source: Own questionnaire survey, 2023

The above table shows, many challenges are witnessed by the respondent, 63.4% said that the evaluatorsare not experienced and they don't have necessary training to carry out the appraisal process.20.6%are neutral, 16.1 are disagree.

Regarding employees, they do not have the chance to give feedback while conducting the results. 44.4 % of respondents agreed that employees did not have the chance to give feedback while conducting the survey. 33.9% are neutral, and 21.7 disagree.

The majority 53.3% of respondents agreed that the employee does not know the measurement tool of performance appraisal, 30.6% were neutral, and 16.3% disagreed.

According to the above-stated question, 62.8% of respondents agreed that the performance appraisal is not free from discrimination on the grounds of gender, race, and disability; 17.2% are neutral; and 20% disagree.

According to Pihie (2009) Mean score of the participants mean score measurement ≥ 4.5 =Very High, 3.51-4.51 = High, 2.51-3.5 = moderate, 1.51-2.5=Low,<1.5 = very Low

(Crewel,2012).so the above table data result indicate that the enterprise Challenges of Performance EvaluationisHigh.Aggregate mean is (3.54).

In conclusion, the above table shows the enterprise performance appraisal system has by personal liking and disliking. There is no chance to complain about the result of feedback; they do not know the measurement tool of performance appraisal, and performance appraisal is not free from discrimination on grounds of gender, race, and disability.AAAE needs to work on those above-stated performance appraisal challenges. And make a performance appraisal system free from personal liking and disliking

Interview

Unstructured interviews administrated to Human Resource Management

1. What factors are considered to provide training to employees?
2. How well informed are the employee about the performance appraisal objective?
3. What methods do use to follow up the performance appraisal?
4. Do you believe that the appraisal process properly appliedin your enterprise?
5. How is the performance appraisal evaluated?
6. What are the major challenges of performance appraisal process in your organization?
7. What is your suggestion to improve the current situation with regards to performance appraisal practice in your organization?

Accordingto Interview with AtoMesfen T/Wolde director of human resource management he respond above stated quotations.

1. What factors are considered to provide training to employees?
   ➢ AtoMesfen: when product or service decrease and the product and service is under with stated standard, also if new products or service is implemented
2. How well informed are the employee about the performance appraisal objective?
   ➢ AtoMesfen: we informedto employee about the performance appraisal objective becausemost of time employee get stress and they think performance appraisal process connected with increasing and decreasing salary and level of job .for this before performance appraisal activity began we informed them.

3. What methods do use to follow up the performance appraisal?

   ➢ AtoMesfen: most of time to measure one's performance we use Traditional Methods of Performance Appraisalmethods like Essay Appraisal,Paired Comparison, Checklist Method, Ranking Method and Critical Incidents Method

4. Do you believe that the appraisal process properly applied in your enterprise?

   ➢ AtoMesfen: We believepartially but we put our effort to appliedproperly as much as what we can.

5. What are the major challenges of performance appraisal process in your organization?

   ➢ AtoMesfen: major challenges of performance appraisal process is Employee perception

6. What is your suggestion to improve the current situation with regards to performance appraisal process in your organization?

   ➢ AtoMesfen:performance appraisal processof the enterprise is not scientific just use performance appraisal formality so , when we evaluate performance appraisal process if depend of technology it is butter.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION, RECOMMENDATION

5.1. Summary of Findings

This research reveals that, there are more men employed more than women. Even though the numbers of women employees are also nearly equal.And the majority of the workers are young. The majority of the company's personnel is also well educated and has more than five years of work experience, so they are able to comprehend the day-to-day operations of the business.

According to this research on AAAE performance appraisal process and challenges, the employees gave higher ratings for the business strategic plan's goals and for establishing performance evaluation standards within their firm. On the other hand, the respondents' view of the obstacles of performance evaluation indicate that they were below medium, including communicating the standards, measuring performance appraisal , comparing actual performance appraisal with standards, giving feedback, taking corrective action, and challenges of performance evaluation.

5.2. Conclusions

The main goal of the performance appraisal system is to raise individual performance while also raising organizational performance. The purpose of the study was to evaluate the practice and challenges of the Addis Ababa Abattoirs Enterprise's performance appraisal method. In conclusion, 100% of respondents indicated that they conduct a performance appraisal procedure, and the majority of respondents (73.3%) react to the performance appraisal annually. From this, we deduce that the remaining 26.7% of workers in an organization don't use a performance appraisal practice.

The performance appraisal process inside their organization was assessed as a medium based on the employees' opinions. Creating performance criteria, comparing actual performance to standards, discussing appraisal results and giving comments, and taking corrective actions On the other hand, according to respondents' perceptions, communicating the standards and assessing performance were below medium, and employees' perceptions of the performance appraisal process in their firm were similarly below medium. This suggests that the performance

requirements were not clearly defined, that they did not communicate the standards, that they didn't explain the objective of the standards to the employees, and that some raters did not accurately assess the employees' performance by using the appropriate assessment method.

In general, the organizationPAS is not implemented according to strategic plan. As a result, is not suitablefor the enterprise's performance review processand did not succeed in raising employee performance to the level that was anticipated of them.

5.3. Recommendation

1) Setting a performance standard is seen as an essential component of the appraisal process, which starts with establishing the performance standards that will be used to evaluate employee performance. These requirements must be in written, explicit, and objective.

2) It is advised that the business must put a lot of effort into informing staff members of performance expectations and goals at the beginning of the assessment period. The business must inform staff members of the performance standards in a clear and consistent ways, in line with the level of performance expected of them

3) It is important to have a discussion with the staff about the performance review's findings. Knowing one's skills and weaknesses as a worker will be beneficial. Likewise inspired to develop him or her.

4) The enterprise is advised to implement timely and regular feedback on the performance status of employees in order to increase employee performance by fostering the strong areas and improving the weak ones through the necessary training, to evaluate working conditions if any are to be raised during the discussion, and to come up with the achievement of the organization's goal by having great employee productivity.

5) The enterprise is strongly advised to include in its current PA purpose HR planning and providing training and development for employees who have performed below the

standard to help them carry out job-related duties and responsibilities and to improve their future performance. This is in addition to using the purpose of the performance appraisal for promotion, salary increases, and bonus rewards

6) Most staff has college degrees. The researcher highly suggested that the company to keep up with employed professionals; this would improve individual performance, productivity, and profitability while also improving organizational performance

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Appendices 1: Questionnaire in English

St. Mary's University School of Graduate Studies

Masters of Business Administration (MBA)

Program

Questionnaire to be filled by employees

Dear Respondents; Appendices-2:

My name is Almaz Berta, prospective graduating student of MBA at Saint Mary's University College. The purpose of this questionnaire is to collect first-hand information for a study being conducted on the topic, "Assessment of Performance Appraisal Practices and Challenges: The case of Addis Ababa Abattoirs Enterprise S.C. as partial fulfillment of Masters of Business Administration (MBA). To this end, I kindly request you to provide me genuine information, to the best of your knowledge, so that the findings of the study would meet the intended purpose. The study is purely academic research. Therefore, for sure, all your responses will be kept confidential.

I would like to thank you for your willingness, effort and sharing precious time to fill the questionnaire and returning it the earliest possible.

Directions

• You are not required to write your name on the survey questionnaire

• If you have any question, please contact me: ALMAZ BERTA on 09-28 -41- 28-41

Part I: Respondent's Profile

Instruction: Please use a tick mark (√) in the boxes provided to choose from the options given and answer in writing where appropriate. You don't have to write your name.

1. Gender: ☐ Male ☐ Female

2. Age: ☐ Below 25 ☐ 25-35 ☐ 36-45 ☐ -55 ☐ Above 55

3. Academic Qualification: ☐ High School Complete ☐ Diploma ☐ Degree ☐ Masters and above

4. How many years have you been working in the enterprise? 2-5 years ☐ 5-10 years ☐ above 10 years ☐

5. Name of department _____

Part II- Respondents Opinions on Performance Appraisal

Please read each statement carefully and show the extend of your agreement on the statements by putting" mark in the boxes using the following rating scales (likers' scales):

INTERPRETATION	EQUIVALEN
Strongly agree	5
Agree	4
Neutral	3
Disagree	2
strongly disagree	1

Questionnaire on business strategic plan

	Statements	Level of argument				
		5	4	3	2	1
1	The organization has clearly defined its strategic objective					
2	The organization has smart strategy that can easily be performed					
3	The organization's strategy is clearly understandable					
4	The organization's strategy has linkage with my job					

Questionnaire on, setting Employees performance appraisal standard

	Statements	Level of argument				
		5	4	3	2	1
1	The standard set for performance appraisal is clearly defined and non-ambiguous					
2	Standards are related to the desired result of each job					
3	Performance standards are clear to both the appraiser and appraise.					
4	Standards are established according to individual job description					

Questionnaire on, Communicating Employees performance appraisal standard

	Statements	Level of argument				
		5	4	3	2	1
1	Employees are clearly communicated the purpose of Performance Standards as well as the process of appraisal					
2	Employees understand their roles and know what exactly is expected from them					
3	The standards can also be modified according to the relevant feedback from the employees or the evaluators.					
4	Employees can appeal to the higher official if they perceive their result isbiased and inaccurate.					

Questionnaire on, Measuring Employees performance appraisal standard

	Statements	Level of argument				
		5	4	3	2	1
1	The actual performance of the employee is measured based on the standard of the enterprise					
2	My rater usually keeps a file on what I have done during the appraisal period to evaluate my Actual performance					
3	The measurement carries out with careful selection of measurement					
4	Personal bias does not affect the outcome of the appraisal process					

Questionnaire on, comparing employee Actual Performance with Standards

	Statement	Level of argument				
		5	4	3	2	1
1	The comparison tells the deviations in the performance of the employee from the standards					
2	Information generated through performance evaluation in is used to diagnosis both enterprise and individual problems based on performance result					
3	Whenever there is gap between employee performance standers, the employee will be provided training					
4	Performance review meeting will be prepared in order to discuss the performance appraisal with the employee					

Questionnaire on, Providing Feedback on Employees performance

	Statement	Level of argument				
		5	4	3	2	1
1	All feedback are written in objective terms to employee in a professional and positive manner					
2	The feedback I get helps me to gain insight about my weakness and strength					
3	My rater regularly gives me feedback that is important to the things I do at work					
4	The standards will be modified according to the relevant feedback from the employees or the evaluators					

Questionnaire on, Taking Corrective Action on Employees performance

	Statements	Level of argument				
		5	4	3	2	1
1	The objective of corrective action is to correct and resolve employee performance problems and retain employee productive					
2	The objective of corrective action is to provide my strength and weakens					
3	The corrective action is given after fair and objective investigation is made					
4	Employees will be provided couching, counseling retraining when there is incapability					

Questionnaire on, Employees performance Appraisal Challenge.

	Statements	Level of argument				
		5	4	3	2	1
1	Evaluators are not experienced and they don't have necessary training to carry out the appraisal process.					
2	Employees do not have the chance to give feedback while conducting the result. There is one way communication only.					
3	The employee does not know the measurement tool of performance appraisal					
4	The performance appraisal is not free from discrimination on ground of gender, race and disability					

Interview Questionnaire

Unstructured interviews administrated to Human Resource Management

Interview

Unstructured interviews administrated to Human Resource Management

1. What factors are considered to provide training to employees?
2. How well informed are the employee about the performance appraisal objective?
3. What methods do use to follow up the performance appraisal?
4. Do you believe that the appraisal process properly applied in your enterprise?
5. How is the performance appraisal evaluated?
6. What are the major challenges of performance appraisal process in your organization?
7. What is your suggestion to improve the current situation with regards to performance appraisal practice in your organization?

Appendices-2: questions in Amharic

ቅድስት ማርያም ዩኒቨርሲቲ

ድህረ ምረቃ ት/ቤት

የ"MBA" ፕሮግራም

ይህንን መጠይቅ የምትሞሉ ዉድ ወገኖች፤

ስሜ አልማዝ በርታ ሲባል በቅድስት ማርያም ዩኒቨርሲቲ የ MBA ዕጩ ተመራቂ ተማሪ ነኝ፡፡የዚህ መጠይቅ ዓላማ "የስራተኞች የስራ አፈጻጸም ግምገማ ልማድና ተግዳሮቶቹ በአዲስ አበባ ቄረዎች ድርጅት" በሚል ርዕስ ለሚደረግ የመመርቂያ ጽሑፍ ዝግጅት የሚያገለግል መረጃ ለመሰብሰብ ነው፡፡ በመሆኑም ተአማኒና በሐቅ ላይ የተመሰረተ ድምዳሜ ላይ መድረስ ይቻል ዘንድ የሚያዉቁትን ያህል እዉነተኛ መረጃ እንዲሰጡኝ በትህትና እጠይቅዋታሁ፡፡ ጥናቱ ሙሉ በሙ ለትምህርት ዓላማ የሚዉል ነዉ፡፡ስለሆነም የእርሶዎ ምላሽ በሚስጢር የሚጠበቅ መሆኑ ላረጋግጥልዎ እወዳለሁ፡፡ ዉድ ጊዜዎን ሰዉተዉ ይህንን መጠይቅ ለመሙላትና ቶሎ ለመመለስ ስላሳዩት ቀናነትና ፈቃደኝነት እጅግ በጣም አመሰግንዎታለሁ፡፡

መመሪያ: ለእያንዳንዱ ጥያቄ በሳጥኑ ላይ ይህንን (√) ምልክት በማድረግ እና መጻፍ በሚያስፈልግ ቦታ ደግሞ በጽሑፍ መልስ ይስጡ፡፡ስምዎትን መጻፍ የለብዎትም፡፡ ድርጅቱ ዉስጥ በትንሹ 2 ዓመት ያገለገለ ሰራተኛ መሙላት የለበትም፡፡

ክፍል አንድ: የመላሾች ማንነት

ጾታ: ወንድ ☐ ሴት ☐

ዕድሜ ከ25 በታች ☐ ከ25-35 ☐ ከ36-45   ☐ 46-55   ☐ 5 በላይ

የትምህርት ደረጃ: ሁለተኛ ደረጃ ያጠናቀቀ ☐   ዲፕሎማ ዲግሪ ☐   ሁለተኛ ዲግሪና ከዛ በላይ ☐

ሌላ ካለ ይግለጹ   _____

በድርጅቱ ምን ያህል ዓመት አገልግለዋል? ከ2-5 ዓመታት   ☐ ከ5-10 ዓመታት   ☐   ከ10 ዓመታት በላይ

ክፍል ሁለት: የስራ አፈጻጸም ግምገማ ልማድና ተግዳሮቶቾን የሚመለከት መረጃ

የእርስዎን የመስማማት መረጃ በሚገልጽ ፓ አረፍተ ነገር ፊት ለፊት ባለዉ ሳጥን ዉስጥ (X) ወይም (√) ምልክት ያድርጉ፡፡

INTERPRETATION	EQUIVALEN
በድንብ እስማማለሁ.	5
እስማማለሁ	4
መካከለኛ	3
አልስማማም.	2
ፈጽሞ አልስማማም ማለት ነዉ::s	1

ሰራተኞች ምላሽ፤ በድርጅቱ ስትራቴጂካዊ ዓላማዉ

	መግለጫዎች	የክርክር ደረጃ				
		5	4	3	2	1
1	ድርጅቱ ስትራቴጂካዊ ዓላማዉን በግልጽ ያስቀምጣል					
2	ድርጅቱ በቀላሉ ሊከናወን የሚችል ብልህ ስትራቴጂ አለዉ					
3	የድርጅቱ ስትራቴጂ በግልጽ ለመረዳት አያዳግትም					
4	የድርጅቱ ስትራቴጂ ከሥራዬ ጋር ግንኙነት አለዉ					

የሰራተኞች ምላሽ፤ በግምገማ ሒደት ዉስጥ የአፈጻጸም መስፈርቶች ማመቻቸት እና ልምምድ.

1	ለአፈጻጸም ግምገማ የተቀመጠዉ መስፈርት በግልጽ የተገለፀ እና ግልጽ ነዉ					
2	መስፈርቶች እያንዳንዱ ስራ ከሚፈለገዉ ዉጤት ጋር ይዛመዳሉ					
3	የአፈጻጸም መስፈርቶች ለገምጋሚዉም ሆነ ለተገምጋሚዉ ግልጽ ናቸዉ።					
4	መስፈርቶች የሚቀመጡት በድርጅት ግብና ዓላማ መሰረት ነዉ					

የአፈጻጸም መስፈርቶችን ማስተላለፍ

1	ሰራተኞች የአፈጻጸም መስፈርቶችን አላማ እንዲሁም የግምገማ ሒደትን በግልጽ ይነገራቸዋል					
2	ሠራተኞች የሥራ ድርሻቸዉን የሚፈረዱ ከመሆኑም ሌላ ከእነሱ ምን እንደሚጠበቅባቸዉ ያዉቃሉ					
3	መስፈርቶቹም ከሰራተኞቹ ወይም ከግምገማ ዉጤቶቹ ጋር ተያያዥነት ባለዉ አስተያየት መሰረት ማስተካከል ይቻላል።					
4	ሠራተኞች ዉጤቱ የተዛባና የተሳሳተ እንደሆነ ከገባቸዉ ለከፍተኛ ባለሥልጣን ይግባኝ ሊሉ ይችላሉ።					

እዉነተኛዉን አፈጻጸም መለካት

1	የሰራተኛዉ ትክክለኛ አፈጻጸም የሚለካዉ በድርጅቱ መስፈርት መሰረት ነዉ					
2	የእኔ ገምጋሚ አብዛኛዉን ጊዜ የእኔን እዉነተኛ አፈጻጸም ለመገምገም በግምገማ ጊዜ የሰራሁትን ፋይል ያቆይ					
3	መለኪያዉ በጥንቃቄ በመለካት ይከናወናሉ					
4	የግል ወገናዊነት የግምገማ ሒደቱን ዉጤት አይነካም					

እውነተኛ አፈጻጸም ከመስፈርቶች ጋር ማወዳደር

1	ንፅፅሩ የስትራተኛውን የአፈጻጸም ልዩነት ከመደበኛ መመዘኛዎች ጋር ያሳያል				
2	በአፈጻጸም ግምገማ አማካኝነት የሚፈጠር መረጃ በውጤት ላይ የተመሰረተ የድርጅትም ሆነ የግለሰብ ችግሮችን ለማወቅ ያገለግላል				
3	በሰርተኛው ስራ አፈጻጸም እስታንዳርድ መካከል ክፍተት በሚኖርበት ጊዜ ለስራተኛው ስልጠና ይሰጣል				
4	የሥራ አፈጻጸም ግምገማውን ከሠራተኛው ጋር ለመወያየት የአፈጻጸም ከለሳ ስብሰባ ይዘጋጃል				

የሥራ አፈጻጸም አስተያት መስጠት

1	ሁሉም ግብረ መልስ የተጻፉት በፕሮፌሽናል እነ በአዋንታዊ መልኩ ነው				
2	ያገኘሁት አስተያት ስለ ድክመቴ እና ጥንካሬዬ ግንዛቤ ለማግኘት ይረዳል				
3	ገምጋሚዬ ዘወትር በሥራ ላይ ለምሠራቸው ነገሮች አስፈላጊ የሆነ አስተያየት ይሰጠኛል				
4	መስፈርቶቹ ከስራተኞቹ ወይም ከገምጋሚዎቹ በሰጡዋቸውን ተያያኙ አስተያየቶች መሰረት ይስተካከላል				

የማስተካከያ እርምጃ መውሰድ

1	የእርምት እርምጃ ዓላማ የሥራተኞችን የሥራ አፈጻጸም ችግር በማረምና በመፍታት የሥራተኞችን ፍያማነት ማስቀጠል ነው				
2	ሠራተኛ አለመቻል በሚኖርበት ጊዜ የመምከር እነ እንደገና ስልጠና ይሰጣል				
3	የእርምት እርምጃ ዓላማ ጥንካሬ እና ድክመቴ ለማሳወቅ ነው				
4	የእርምት እርምጃ የሚሰጠው ፍትሃዊና ትክክለኛ ምርመራ ከተደረገ በኋላ ነው				

የሥራ አፈፃፀም ፈተና ላይ የስራተኞች ምላሽ

1	የእኔን ገምጋሚ የስራ አፈጻጸም በሚገመግምበት ጊዜ ግለሰባዊ ውዴታ እና መናቅ ተፅዕኖ ያሳድራል.				
2	የግምገማው ውጤት በሚመለከትበት ጊዜ አስተያየት የመስጠት አጋጣሚ የላቸውም ።				
3	ሠራተኛው የአፈጻጸም ግምገማን የመለኪያ መሳሪያ አያውቀውም				
4	የአፈጻጸም ግምገማ በፃታ፣ በዘርእና በአካል ጉዳት ምክንያት ከአድልዎ ነፃ አይደለም				

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