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Factors influencing the implementation of result-based performance evaluation in public organizations: evidence from federal documents authentication and registration agency

By

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June, 2019

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A thesis submitted to the Department of Public Administration and Development Management of Addis Ababa University in partial fulfillment of the requirements for the Degree of Masters in Public Management and Policy (MPMP)

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This is to certify that the thesis prepared by Etetu Hailu: entitled *Factors influencing the implementation of result-based performance evaluation in public organizations: evidence from Federal documents authentication and registration agency* which is submitted in partial fulfillment of the requirements for the Degree of Masters in Public Management and Policy (MPMP), complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

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STUDENT'S DECLARATION

I, the undersigned, declare that this thesis is my original work and has not been presented for a degree in any other university and that all sources of materials used for the thesis have been duly acknowledged.

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Abstract

The main purpose of the study was to examine the factors that influence the implementation of results based performance evaluation in public organizations evidence from Federal documents authentication and registration agency. The study made use of both primary and secondary data and analyzed by using SPSS version 20. By using Descriptive statistics methods as frequencies, percentages, mean and standard deviations. major finding of the study, revealed that the agency have highly influenced by factors that time management, performance appraisal systems, employee benefit, Organizational policies, effective leadership and efficiency and effectiveness. The study recommends that Performance is the true litmus test for survival in the organization work flow. Effective system should encourage collaboration, teamwork, and communication must be needed. Performance appraisal can have significant positive impacts on employee performance and organizational effectiveness if it is organized and manage according to the standard. Governmental organization should come up with more effective strategies for ensuring effective implementation of result based performance evaluation systems in organizations. This can be done by identifying the results being sought in clear and measurable terms and developing a conceptual framework for how the results will be achieved.

Key words: Result based performance evaluation, public organization.

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ACRONYMS

DARA	Documents Authentication Registration Agency
PA	Performance Appraisal
PM	Performance Management
RBPE	Result based Performance Evaluation
PAS	Performance Appraisal System
CSR	Civil Service Reform Program
BPR	Business Process Reengineering
BSC	Balanced scorecard
HRMD	Human Resource Management Department
PRP	Performance Related pay
SPSS	Statistical package for social sciences

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Modern day public administration is increasingly characterized by reform efforts focused on results. Though with different emphasis, governments across the world have, in the last four decades, adopted reforms geared toward improving their performance. This drive has been greatly facilitated by the New Public Management (NPM) type of reforms (Hammer, Walle and Stimac 2013; Hood(1991); Propeller(2007); van and Leeuw(2002), with ‘standards and measures of performance’ as a key doctrinal aspect (Hood, 1991, p.4). It is this focus on performance that has seen performance management become a key aspect of public administration and management across the world (Bouckaer and Halligan, (2008); Halligan, 2009; Nielsen, 2013; Pollitt and Bouckaert, 2011). This is alongside other aspects such as strategic management, financial management, and human resource management.

The New Public Management (NPM) concepts and techniques transform many of the assumptions of traditional bureaucratic public administration. Civil Service Reform program as one of the waves of NPM tries to change the way business is done in the sector. Though NPM gives many opportunities for developed countries, applying North American and West European management methods in whole sale approach might lead African countries into chaos and ineffectiveness

Providing an increased focus from inputs to actual results has been a key objective of most reform activities in governmental organizations (Mayne, 2007). Different countries have adopted varied approaches to public sector reform which all differ in contexts, cultures and capacities. However, despite the differences, there still exist similarities in terms of the overall thinking behind the need for public sector reforms. This is due to the need to build more of a results orientation into management processes. As approaches to reform have matured, there are substantial similarities

with respect to issues and challenges that have been encountered to date. Due to claims of public sector reform, there has been unexpectedly little evaluation to assess its suitability and effectiveness. Performance is a topic that is a popular catch-cry and performance management has become a new organizational ideology. Under the global economic crisis, almost every public and private organization is struggling with a performance challenge, one way or another. Many researchers and experts assert that sets of guidelines for the design of performance management systems would lead to high performance (Kaplan and Norton, 1996, 2006). In fact, the term “performance management” was not utilized until the 1970s (Armstrong and Baron, 2005). Since then, the language of performance has become an almost every day feature of work in many public sector organizations and has been associated with the establishment of standards or indicators to be achieved, and the audit of organizational systems to ensure conformance (Boland and Fowler 2000). Performance management is the strategic and integrated approach to delivering sustained success to organizations by improving the performance of the individual contributors (Armstrong and Barron, 2002). Employee’s performance evaluation is a subject of great interest in any Organization. In line with that, an employee is perceived as an important or valuable asset to an organization and is the key or prerequisite factor to make sure the operation of the organization runs as planned (Muhd and Abdul 1999). This is aligned with the purpose of performance evaluation in the contemporary approach which emphasizes on employee who has full potentials that can be explored and expanded. Employee’s performance appraisal is one of the most important activities of every organization. Because the success & failure of any organization exceedingly depends upon various resources, among which human resource is the most vital one. 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 employee performance and hence rating accuracy is a critical aspect of the appraisal process (Adeba. H2014).

An organization's performance management system helps to meet its short and long term goals and objectives by helping managers and employees do their jobs more efficiently and effectively, and performance appraisal is one part of this system (Bacal 1999). Performance Appraisal is defined by different scholars of human resource management at different time. Therefore, some theories of those scholars have been discussed as follows. Performance appraisal has been synonymous with performance review, performance evaluation, performance assessment, performance measurement, employee evaluation, personnel review, staff assessment, service rating, etc. Employee performance appraisal has two forms – formal (systematic) and informal (non-systematic) appraisal. Informal appraisal means the continuous evaluation of an employee by her/his superior during the work process. Formal employee appraisal is a formal organizational process conducted on a systematic basis in order to enable a comparison between the expected individual (group) and real performance (Giangrecoet *al*, 2012).

Performance appraisal plays a key role to measure the employee's performance and help the organization to check the progress towards the desired goals and objectives (Ijbmr 2012). Now organizations are using performance appraisal as a strategic approach by coordinating the human resource functions and business policies. Performance appraisal helps aligns individual goals and objectives with the organization goals.

They are focused on it as it is a broad term that covering a number of activities like examines employees, improve abilities, maintain performance and allocate rewards (Fakharyan and Dini 2012). Performance appraisals are used for a variety of reasons such as promotions, payrises, detailed and valuable feedback, and career progression. They frequently consist of both a developmental and an evaluative dimension (Boswell & Boudreau, 2002). Developmental use focuses on experiences and skills that employees should acquire and which are identified by the use of performance appraisals (e.g., training and development needs). The goal of performance appraisal is to improve employees' contribution to organizational goals and work performance. The

appraisal is also designed to support and improve employee development and eliminate performance barriers (Dusterhoff, Cunningham and MacGregor, 2014). Performance appraisal to meet its desired objective appropriate techniques must be in place. Hence there is a need to match appraisal techniques to different performance appraisal situations in the organization. There are a variety of methods for evaluating employees' performance. Obviously, no method can claim that it has an integrated approach in performance appraisal; however, one of the most important methods for the appraisal of employees' performance is the Balanced Scorecard (BSC) (Mohammad and Mahaudul, 2010). Historically, performance appraisal has been conducted annually (long-cycle appraisals); however, many companies are moving towards shorter cycles (every six months, every quarter), and some have been moving into short-cycle (weekly, bi-weekly) performance appraisal. The interview could function as "providing feedback to employees, counseling and developing employees, and conveying and discussing compensation, job status, or disciplinary decisions". Performance appraisal is often included in performance management systems. Performance appraisal helps the subordinate answer two key questions: first, "What are your expectations of me?" second, "How am I doing to meet your expectations?"

Performance management systems are employed "to manage and align" all of an organization's resources in order to achieve the highest possible performance. The effectiveness and success of an organization lies on the people who form and work within the organization. The ultimate objective of performance appraisal is identifying, measuring, and managing of human performance in an organization and to give feedback to employees who may improve their performance on the job and also organizations success. Although many factors contribute to productivity employees' job performance is viewed to be the most influential one. One of the indicators in enhancing and improving the service industry is job performance. Job performance refers to the behaviors that are expected in the line of the organizations' goals and the purpose under control of individual employees (Campbell et al., 1993) cited in (Mekonnen 2014).

An empirical study conducted by Tesfaye,(2009), Tesfaye and Atakilt,(2011), the government of Ethiopia started to reorganize its civil service organization's in the year 2004 using BPR as a strategic tool. Even if the implementation of BPR has controversial results across civil service organizations with different missions, identifying appropriate indicators to measure performance, inability to integrate the roles between government agencies towards a particular agenda, the lack of the capacity of the government to make its public sector managers accountable for results, negative attitude and lack of motivation of employees towards the reform effort of the government, low capacities in management and systems and low retention capacity of civil service researches indicate that BPR is effective to improve the efficiency of some civil service organizations engaged in service delivery

Following BPR the government has introduced balanced scorecard (BSC) as a performance measurement tool in the public sector, as a way of improving employee performance (Malinga, 2004).However, until now, the Ethiopian public sectors face inefficiency and poor service delivery.

Like other African countries, Ethiopia has been undergoing civil service reform with donor funds first under Structural Adjustment Program (SAP) and later another phase of reform under the umbrella of New Public Management (NPM) in the 1990s. There were various PSR efforts made by successiveEthiopianguvernmentsbeforethe introduction of these donor-funded civil service reform programs

However, the biggest influence on organizations performance is the quality of the labor force at all levels of the business. The most important role for human resource managers is to raise the performance of employees in the organization. To do this, employees' performance has to be managed and this is not an easy job. From empirical studies, research gaps emerge and the current study sought to fill them. The study by Hedge and Teachout (2000) to examine the predictors of acceptability of performance appraisal by employees and supervisors presented contextual gap

because it was not conducted in Ethiopia. Therefore, the main aim of this research is to examine the implementation of results-based performance evaluation in public organization with evidence from documents authentication and registration agency.

1.2 Background Information of the Agency

As of other countries of the world, the services of authentication, registration of juridical acts were introduced to Ethiopia by Italians during their occupation in 1936/37 which is long before the coming into force of the Ethiopian modern codes including the Civil Code which highly required the services indicated. Yet, the service was interrupted in 1945 due to the evacuation of the beginners from the country. After the liberation, the power was given to Addis Ababa High Court which gave the service for sometimes. In 1970 Contract Unit, was established under the High Court to give the service. In 1976 the service was taken from the judiciary, i.e. the High Court and put under the Ministry of Justice under civil affairs department.

The Ministry was given the power to ensure, organize and supervise the activities of the public notary. In 1991 the Contract Unit under the Ministry got a new name Act and Documents Registration Department /ADRD/. In 1993 this division was put under Region 14 Justice Bureau by proclamation No. 41/1993. In 1994/1995 this division and advocates division were put back under the Judiciary under the Regional Supreme Court.

Since 1996 however the division was changed to agency and put under Addis Ababa City Government by the Governor of the City and got the name: Acts and Documents Registration Agency /ADRO/.

Since 2003 the Agency was organized by proclamation No. 334/2003 with the name Documents Authentication and Registration Agency /DARO/. According to this proclamation the Head of the Agency was assumed to be appointed by the City Government of Addis Ababa. This Agency was strictly given the power to provide service of notary on the Federal Jurisdiction /Addis Ababa and

Dire Dawa City Administrations. However, since 15th day of February, 2016 the Agency was put under the Ministry Justice by proclamation No. 467/2005 with a new name Documents Authentication and Registration Agency, (DARA draft report, 2016). Now days Agency has two main head offices (Addis Ababa and Dire Dawa) and thirteen branches and their respective head offices (in Addis Ababa City Administration).

From these the agency branches main head office of the agency (Addis Ababa) was selected in the study. Because of the volume transaction, location, number of customers and employees as well as varieties of service products they offer. Hence, head office with a large customer base and variety of service products. The highest proportion was taken from those agency main head agency with a large customer base and variety of servicing products.

Table1.1. Name of the agency with respective services

No	Head agency and Agency	Service provide to customers
1	Lideta sub city head agency (mexico)	To authenticate and register documents;
2	Nifas silk lafto branch 1	To administer oath and receive affidavits and register same;
3	Addis ketema branch 2	To keep custody of specimen of signature and /or seal upon request by those concerned;
4	Yeka branch 3	To ascertain the capacity, right and authority of persons who are about to sign or who have signed documents submitted for authentication
5	Arada branch 4	To properties for which title certificates are issued under the law ascertain with respect to contracts made to transfer
6	Gulelle branch 5	The right of the transferor to transfer the property; and
7	Kolfeqeraniwo branch 6	The property is not mortgaged or pledged or such property is not attached by court order

8	Aqaqialiti branch 7	Enter into Contract
9	Yordanose hotel branch 8	Own and Transfer Property.
10	Tera traffic light branch 9	
11	Lidata branch 10	
12	Semit branch 11	
13	Bole medahiniyalem branch 12	
14	Gojamberenda branch 13	
15	Dire Dawa branch	

Source: (DARA 2018)

As of other countries of the world, the services of authentication, registration of juridical acts were introduced to Ethiopia by Italians during their occupation in 1936/37 which is long before the coming into force of the Ethiopian modern codes including the Civil Code which highly required the services indicated. Yet, However, since 15th day of February, 2016 the Agency was put under the Ministry Justice by proclamation No. 467/2005 with a new name Documents Authentication and Registration Agency, (DARA draft report, 2016). Now days Agency has two main head offices (Addis Ababa and Dire Dawa) and thirteen Branches.

1.3 .Statement of the problem

In the 1990S G.C The Government of Ethiopia adopted the implementation of Result-Based Performance Management System (RBPM) in. the public sector

The civil servicereformprogram of Ethiopia included the aforementioned five sub-programs: Top management system reform; Human resource management reform; Expenditure management and control reform; Civil service ethics reform and Public service delivery reform. In most countries, the major emphasis has been placed on the civil service administration part of reform that aims at

only restructuring organizational and improving human resource management (Osborne & Gaebler, 1993; Kettl et al., 1996; Studies show that institutional incompetence in terms of human capital development remains a major obstacle to civil service reform in Ethiopia (Government of Ethiopia, 2004; Getachew & Common, 2006; Mengistu & Vogel, 2006; Tilaye, 2007). Gebriel (2002) points out that only less than 17 percent of civil servants held college diplomas and the majority of them were concentrated in the major cities such as Addis Ababa. Even after six years Asnake (2008) reveals that only 6.6 percent of the Ethiopian public sector employees are professional.

Performance is one of the relevant and considerable reform programs that are effective and efficient in responding and satisfying the public needs. In designing a performance appraisal system attention must be given to a number of aspects that impact on how effectively the system actually measures employee contributions in a work setting (Buford and Lindner, 2002).

Performance evaluations can serve as effective tools for improving employee performance and productivity as well as determining employee developmental needs. If implemented properly, regular performance reviews can raise individual self-esteem and deepen the relationship between supervisor and subordinate. People often perform better when they have an idea how their supervisor views their work, knowledge and skill. They are more likely to initiate an honest conversation regarding goals and job-related issues as well.

The purpose of public organization performance evaluation is to safeguard and improve the quality of Service giving by employees performance evaluation is being carried out to facilitate the accomplishment of organizational goals. To evaluate employee's performance, Know the primary task is obtaining information regarding current general performance of the organization, performance of the employees and policy and structure of the organization.

According to the agency profile, the researcher is motivated and initiated because of so many reasons that Document authentication and registration agency provides a number of services with high quality and legal services with high speed and proper procedure.

The agency plays a great role in facilitating the smooth operation of the emerging market economy. The service given by the organization endorse the development of the country by protecting the people and their property and facilitating economic exchange and making a prompt change for the justice system and finally promotes the supremacy of law .

but, the agency is not performing according to the set standardslacks a clear organizational structure in addition to this there is Lack of better service in most public organizations

But as preliminary interview with some clients and employees theagency lacks a clear organizational structure that would enable dissatisfied clients to raise their complaints with the appropriate authority the agency also not performing according to the set standardsin addition most of public organizations now a days has not giving better service if this situation will continue directly or indirectly influencing the economy of Ethiopia and it will difficult to reach the transformation period as a whole (Ethiopian FM radio February 2019).this short coming initiated the researcher tried to investigate Factors that influence of result-based performance evaluation in public organization analyzing evidence from Federal documents authentication and registration agency with a focus on selected branches of Addis Ababa.

1.4 Research questions

For the purpose of this study, the following question is addressed:

- What are the practices related to the implementation of results-based performance evaluation at Federal Documents Authentication and Registration Agency?

- What structural factors (policies and regulations) affect the implementation of results-based performance evaluation at Federal Documents Authentication and Registration Agency?
- How do managerial and organizational factors influence the implementation of results-based performance evaluation at the Agency?
- How does the attitude of employees and the management toward the practice of result-based performance evaluation affect its implementation at the Agency?

1.5. Objectives of the Study

1.5.1 General Objective

The general objective of this study is factors influence the implementation of result-based performance evaluation in public organizations analyzing evidence from Federal documents authentication and registration agency.

1.5.2 Specific Objectives

The specific objectives of the study are as follows:

- To Determine how the practice of performance evaluation Implement in Federal Documents Authentication and Registration Agency
- To assess structural factors affect the implementation of result-based performance evaluation at Federal Documents Authentication and Registration Agency
- To determine managerial and Organizational factors that influence the implementation of result-based performance Evaluation at the Agency
- To identify determinants of the attitude of Employees and the management understanding, motivation, feeling and fairness on result-based performance evaluation at the Agency.

1.6. Significance of the Study

The study is limited to address factors influencing the implementation of result-based performance evaluation in public organizations: Evidence from Federal documents authentication and registration agency is playing a big role in the country wide the organization is able to know what is hampering the effectiveness of their appraisal system (Evaluation). By being able to pinpoint on the factors, the organization will be able to address these factors hence improving their appraisal system and these will lead to the achievement of set goals and targets. It will also help develop a positive attitude among employees and clear misconceptions that employees have on performance appraisal. In addition, the study will contribute to the Human Resource Management Process and executive management of the agency for planning and decision making by knowing the real factors of result-based performance evaluation on employee performance although there are a large number of literature and research on the link between HRM performance or strategic human resource management and organizational performance (Dyler and Reeves, 1995 Katou2008). But in this study the researcher were a focus indirectly for the factor that influencing organizational performance the study can help the researcher to gain valuable experience and develop more knowledge and skills and to get an overview of this study. Indirectly, the researcher is not only helping the organization to identify the strength and weakness of the company but also has an opportunity to give some recommendations for further improvement.

1.7. Scope of the Study

This study addresses the conceptual issues of result based performance evaluation in the public sector related toOrganizational policies, Employee benefit, performance appraisal,Workplace interactions and Time management. The geographical scope is Federal document and authentication agency in Addis Ababa. Finally, this study helps public organizations to consider how result based performance evaluation influence on implementing result based performance

1.8. Limitation of the study

The limitation of the study relates to the sampling procedure i.e. purposive sampling, (to select sample) which limits the generalize ability of the research findings and the research sample was limited to those seven selected branches. The limitation relates to the sample size for primary data sources; the number of participants included in the sample. The analysis of demographic data did

not determine whether there is an effect of demographic criteria on the intent study. Furthermore, other factors which may influence work performance were not measured.

1.9 Organization of the study

The study consists of five Parts. The first Part highlights the background of the study, statement of the problem, objectives, research questions, scope of the study and significant of the study. The review of the related literature is discussed in the second part of the study. It presents the conceptual frameworks or a brief review of related studies that serve as the basis and proof to support the basic questions of the study. The third part addresses research design and methodology. It explains the methods, approaches, procedures and instruments that are used to achieve the purpose of the study. The fourth part focuses on the finding of the study, data analysis, results, interpretation, and discussion. The fifth part presents summary, conclusion, recommendations.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2. Introduction

The main purpose of this study is to examine the factors that influence the implementation of results-based Performance evaluation in public organizations evidence from Federal documents authentication and registration agency.

Result based performance evaluation began at the beginning of the 20th century when Taylor and Gantt measured performance by associating it with differential rate and bonus payment systems. Thus, private sector-industries used result based performance evaluations much earlier than the public sector. Performance management in the modern world has wider scope than it was at the time of Taylor and Gant because the modern thinking of social responsibility requires private and public organization to respect citizens and to provide ethical services to clients.

Smith and Goddard(2002: 247) noted that performance management has four fundamental building blocks. They are formulation of strategy; identification of indicators to measure performance; the capacity of management to analyze and interpret the performance measures; and the incentives designed to encourage appropriate organizational responses to performance information.

Hood (1991) discusses the major principles of performance management in public sector are efficient utilization of resources; empowered public sector managers to make hands on decision; control focused on outputs/results instead of inputs and activities; and measurement of

performance to enhance accountability. The discussion of Hood (1991) can be viewed from two perspective of NPM, i.e., from outcome and strategic perspectives. From outcome perspective, public organizations are expected to be efficient, flexible, accountable and effective in their performances and, from strategic perspective public organizations need to introduce private firm style management, to change input/activity based control to output/result based control. However, the implementation of private firm like management in public organizations may become questionable because the ownership right in private organizations is different from the ownership right in public organizations' good example of this is the effect of the financial crisis on the outlook of some politicians on the issue of NPM in the advanced countries.

Performance evaluation is the human resource management activity that is used to determine the extent to which an employee is performing the job effectively (John Ivancivich, 1998:261). Performance evaluation is the process of determining how he/she is performing on the job and ideally establishing a plan of improvement (Byars Rue, 1997:284). Many researchers and experts assert that sets of guidelines for the design of performance management systems would lead to high performance (Kaplan and Norton, 1996, 2006). A long time ago, the traditional performance measurement was developed from cost and management accounting and such purely financial perspective of performance measures was perceived to be inappropriate so that multi-dimensional performance management was developed in the 1970s (Radnor and McGuire, 2004). In many countries, the performance evaluation system is also known as a performance management system. The reason for this is that it aims to improve the performance of all individuals and, as a result, improve the overall personal and organizational performance. While approaches to evaluation may vary, there are common features of performance management systems. Generally, these are a clear link between the goals of the organization and the work of the individuals; and work plans or objectives that are decided, with deadlines, at the start or during the year and that link directly to organizational need. This includes a clear understanding by the individual of what they have to

achieve and how it will be measured clear directions about the kinds of behaviors people must have to perform their duties to the levels that are acceptable by the organization and which can be measured. As Cited by Pan Suk Kim, 2011 in an increasingly competitive world, performance improvement is not optional; it is essential for enhancing the government's effectiveness and competitiveness. In the era of globalization and the borderless economy, competency and performance of government employees need substantial improvement. In that regard, having performance management and performance appraisal including PRP programs seems to be a good idea. However, the well-articulated system design based on an in-depth understanding of complex human nature and effective management of such programs is a key to success. Having a good idea is not enough. So the good idea must be followed up by system improvements and sound practices. If performance measurement is simply viewed as a data collection and reporting exercise, it will serve little purpose to a policy community (Hernandez, 2002). Accordingly, performance appraisal and performance measures must be improved or adjusted to be successful in aligning with overall organizational and social environments. There needs to be understanding of the relationship between strategy, people, organizational design and performance systems in order for performance management to be achieved in the public sector (Radnor and McGuire, 2004). Although there are substantial variations among the countries, it might be fair to say that the performance evaluation system has been widely introduced and government employees' awareness of performance has been gradually improved since the 1980s.

However, a number of limitations are also salient for the time being. Recently, performance appraisal and performance measures faced criticism from government employees for various reasons. First, people dislike evaluating as well as to be evaluated in general. Second, the seniority-based system might be still prevalent in many organizations so that it is hard to change perception and behavior in the short term. Third, it is difficult to develop performance objectives and measurable performance indicators because the nature of public affairs is often hard to quantify.

Fourth, these systems appear to require more paperwork and increase both performance pressure and stress. Fifth, many officials may lack in-depth understanding of the nature of these systems and the difficulties setting performance objectives to fulfill for the year (Pan Suk Kim, 2011). Despite its controversy on performance management and performance appraisal, it will be growing but varies in form and force among different countries and different tasks (Pollitt, 2005). Accordingly, the performance appraisal scheme should be well designed and practiced in a way that places its legitimacy beyond any doubt. This has many meanings. Among others, it signifies that the performance appraisal scheme should imply a fair and balanced system of allocation of individual responsibilities within the organization, a transparent mechanism for setting organizational objectives and to make them known by the incumbents, an individual evaluation procedure pre-established in legal instruments or in clear internal guidelines, a possibility of internal and external review and oversight over the procedure and results of the appraisal, and finally individuals need to be reassured that the results of their evaluation will be used correctly.

As cited by Aggarwal and Thakur, 2013 in performance appraisal two types of measures are used: Objective measures which are directly quantifiable and Subjective measures which are not directly quantifiable. Performance Appraisal can be broadly classified into two categories: Traditional Methods and Modern Methods. Traditional Methods are relatively older methods of performance appraisals. This method is based on studying the personal qualities of the employees. It may include knowledge, initiative, loyalty, leadership and judgment. The traditional method involves ranking methods, graphic rating scales, critical incident method, and narrative essays. Modern Methods were devised to improve the traditional methods. It attempted to improve the shortcomings of the old methods such as biasness, subjectivity, etc. modern methods include management by objectives, behaviorally anchored rating scale, human resource accounting, assessment centers, 360 degrees, and so on. One of the most difficult requirements of an effective performance appraisal system is that it is as free as possible from bias. Raters as a human being cannot deny the involvement of bias

in their decision making on the performance of the rates. The only thing that the raters can do is to minimize the level of unfairness as possible. Work professionalism plays an important role for the reliability of the assessment process. There are many types of bias that creep into the appraisal system and the most reported are subjectivity, regency effect, halo effect, central tendency and prejudice (Ahmad and Bujang, 2013). Accordingly, biasness, subjectivity, prejudice and the like challenges the proper implementation of performance evaluation and appraisal in public sectors.

2.1. Practice related to the implementation of result-based performance evaluation in public organization

Organizational policies: Mazerolle and Eason (2013) argue that some policies established by organizations are somewhat unsupportive of employees. Katou & Budhwar (2010) are of the opinion that organizational policies impact on employees' job performance, particularly, Human Resource Management (HRM) policies.

Employee benefit: According to Ekere& Amah (2014), employee benefit constitutes an integral part of the remuneration package. This benefit is seen to provide economic security for employees and, as a consequence, improve staff retention rates. A study conducted by Kwak and Lee (2009) reveals that some employee benefit is significantly associated with performance.

Performance appraisal: has been used to improve performance and build both job satisfaction and organizational commitment (DeCarlo& Leigh, 1996; Jaworksi&Kholi, 1991). A study conducted by Cardy & Dobbins (1994) found that, for performance appraisal to positively influence employee behavior and future development, employees must experience positive appraisal reactions.

Workplace interactions: Wu, Turban & Cheung (2012) describe social exchange as 'an individual's voluntary actions towards another person that are motivated by an expected return from

another person'. Social skills among employees allow them to effectively communicate with each other to enable a concerted effort towards accomplishing organizational goals. Schein (2006) asserts that shared value is a set of social norms that define the rules or framework for social interaction and communication behaviors of society's members.

2.2. Influence of structural factors affect the implementation of results-based performance evaluation

Effectiveness and efficiency: Peter Drucker believes that there is no efficiency without effectiveness, because it is more important to do well what you have proposed (the effectiveness) than do well something else that was not necessarily concerned (Drucker, 2001, p.147). The relationship between efficiency and effectiveness is that of a part to the whole, the effectiveness is a necessary condition to achieving efficiency. Ulrike Mandl, AdriaanDierx in the paper the effectiveness and efficiency of public spending indicate that the efficiency and effectiveness analysis is based on the relationship between the inputs (entries), the outputs (results) and the outcomes (effects).

Time management: McCay (1959) developed a concept for a time-management training program, which is still being used. Critical elements are: giving insight into time-consuming activities, changing time expenditure, and increasing workday efficiency by teaching people how to make daily planning, how to priorities tasks, and how to handle unexpected tasks. Many books and articles were written to convey these and similar ideas to managers, promising them greater effectiveness while using less time (e.g. Blanchard and Johnson, 1982). Over the years the focus of time management publications and training courses has shifted from managers as the major target group to a broad audience of working people. The term "time management" is actually misleading. Strictly speaking, time cannot be managed, because it is an inaccessible factor. Only the way a person deals with time can be influenced.

Effective leadership: Armstrong & Murlis (2004) and Cronje, du Toit & Motlatla (2001) affirm that leadership style within an organization has a strong bearing on encouraging or inhibiting an employee's performance

2.3 influence of managerial and organizational factors on results-based performance evaluation

It is essential to be aware of an organization's culture because different organizations have different organizational cultures. This is vital because the culture defines appropriate and inappropriate behavior. In some cultures, for example, creativity is paramount importance. In others, the status quo is esteemed as compared to others. Cultures are different with some being more socially oriented and others task-oriented i.e. business oriented. Other organizations value teamwork while in others individual achievement is esteemed and encouraged. How employees are rewarded may be determined by an organization's culture. Most organizations tend to focus on dominant sources of motivation for their employees which include pay, status or chances for personal development. An organization's culture can be defined by the accessibility of management and the ways in which decisions are made (Ivancevich & Treplova, 2003).

2.4 Influence of employees and the management on Attitude of result-based performance evaluation

Mani (2002) carried out a study to examine employee attitudes related to appraisal. The study established that trust in supervisors was important for determining satisfaction with the appraisal system. Execution of performance appraisal and the evaluation process means that underlying assumptions to performance appraisal exist. Davis and Landa (1999) in their study found out that, during the evaluation process the absence of fair procedures increases distress because the results of performance appraisal are essentially outside the control of the employee.

Beletskiy (2011) asserts that the way, as well as the frequency of conducting performance appraisal in an entity, determines the appraisal effectiveness. For instance, the nature of design characteristics used influences employees' perception of the process of performance appraisal. This influences the visibility, validity and fairness of performance appraisal practices thus affecting the effectiveness of the appraisal in determining performance standards, core competencies, and communicating the standards and competencies to employees.

2.5 Empirical Literature Review

Performance management is an increasingly common phenomenon in the public sector (Adcroft and Willis 2005). All public sector organizations will be required to scrutinize the performance of the organization and its staff. Examination of the literature review traces back first steps into performance management by the public sector to the conservative government of the late 1980's and early 1990's. It was under those Governments that organizational and managerial reforms were introduced, and public sector performance management became firmly established (Boland and Fowler 2000 Tadege, 2014)

Performance appraisal sounds simple but researches tell us that it is commonly used in performance feedback and identify individual employee's strengths and weaknesses (Ruddin, 2005). For example, studies were done using a direct effects model to investigate communication openness based on different samples, such as perceptions of 229 workers of public listed companies in Klang Valley, Malaysia (Sudin, 2011) and perceptions of 133 employees of multinational companies in Malaysia (Darehzereshki, 2013). Outcomes of these studies found that perceived value of the outcome and perceived fair treatment had increased when the appraisers able to clearly giving explanations about the appraisal system goals, policies and procedures, as well as adequately providing feedback in determining employee performance scores.

Also another research has broadly analyzed the impact of the social context of performance appraisals on employee reactions to these appraisals (Pichler, 2012). For instance, employees' satisfaction with the performance appraisal process as a whole, the performance appraisal feedback, or employees' evaluations of the perceived quality, justice, and fairness of the Effect of Performance Appraisal Quality on Employee performance: The case of Ethiopian Airlines Company. Performance appraisal regime (Greenberg, 1986;

Sommer and Kulkarni, 2012; Gupta & Kumar, 2013). Furthermore, employee participation in the Performance appraisal process is positively related to the satisfaction with the performance appraisal system, perceived fairness, and acceptance of such a practice (Cawley et al., 1998).

Brown et al. (2010) analyze the relationship between performance appraisal quality measured by clarity, communication, trust, and fairness of the performance appraisal process and job satisfaction and commitment based on a sample of more than 2,300 Australian non-managerial employees of a large public sector organization. They find that employees who report a low performance appraisal quality (lowest levels of trust in supervisor, poor communication, and lack of clarity about expectations, perception of a less fair performance appraisal process) also report lower levels of job satisfaction and commitment.

Furthermore, (Lorna and James, 2014) found that clarity of performance expectations affected the job performance to a great extent. Feedback mechanism and open door policy affected job performance to a great extent. Integrity and reliability/dependability affected job performance to a great extent. In addition, distributive fairness affected job performance to a moderate extent. The study found that ideas and innovations, absenteeism/tardiness and timeliness had improved for the last five years. The study found that appraisal motivates staff by clarifying objectives and setting clear future objectives with provision for training and development needs to establish the performance objective. Communication provides employees with the chance of exercising a level of process control. Trust in supervisors is important for determining satisfaction with the appraisal

system. Appraisals based on personal traits have little value for providing diagnostic feedback to employees or for designing training and development programs to ameliorate identified skill deficiencies.

Contemporary research studies have also linked performance appraisal to performance of employees as Resella, 2011, RosemondBoohene, 2011; Liza Daoanis, 2012; Warokka, Gallato&Moorthy, 2012) revealed that performance evaluation practices have a significant and positive impact on the performance Of employees Najeeb (2011) studied Performance Appraisal in Habib Bank Limited and concluded that transparent appraisal system is vital to an organization and the results of the appraisal affect the performance of any employee heavily.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 Research Design

Qualitative research is a much more subjective form of research in which it is unstructured measurement technique that allows a wide range of possible responses (Kottler and Keller, 2006, p.107). In this study, therefore, Qualitative approach was used where the collection and analysis of qualitative data using an interview schedule, in-depth interviews and personal observation as well as content analysis of the company documents.

3.2 Source of the data

The study used both primary and secondary data collected from primary and secondary sources. The primary sources of data involved the use of a semi-structured questionnaire (including both closed ended and open ended questions) employees, and management group of the respective case agency. The study further employed in-depth personal interviews (and used an interview schedule) to obtain additional information from key informants on the specific areas that the questionnaire instrument could not cover. All these methods of data collection are used to collect primary data for the study on. To support the information collected from primary sources, secondary data were gathered from the company's, HR department, annual reports, journals, research books and other relevant publications.

3.3 Data Collection Methods

For the purpose of conducting the study, the researchers developed a questionnaire. The questionnaire was developed using five-point scales: - Strongly agree (5), Agree (4), Neutral (3), Disagree (2) and Strongly Disagree (1). Yes or no questions were also included and interview questions from assessed literatures on the related area. The reason why the researchers used a questionnaire because was more appropriate and provides adequate time for the respondents to think and answer questions. The questionnaires that developed and distributed to the respondents were closed- ended questionnaire. The interview was conducted the managers of each branches and not included in the administrative questioner of Federal documents authentication and registration agency for the purpose of getting full range and depth of information, which is more relevant to the subject matter.

3.4 Population, Sampling Methods and Sample Size

According to Saunders (2007), a population can be defined as including all people or items with the characteristic that the researcher needs to research on and understand. Research populations were generally a large collection of individuals or objects that are the main focus of a scientific query. The population of the study was tried to investigate factors that influence result-based performance evaluation in public organization with evidence from Federal Documents Authentication and Registration agency in seven selected branches. Those branches are chosen by purposively as the study site because it has the largest number of employees. It helps to undertake a detailed study and to understand the lived experiences of employees in detail and thus will save time by generating representative data. The target

population of this study was employees of federal documents and authentication agency from Selected Branch's the agency has fourteen branches in Addis Ababa but in this study, seven branches were selected because of time constraint and the sample was taken from these branches using Taro Yeoman's formula (1967):

Where n is the sample size, N is population size and e^2 the percentage of allowance in accuracy for making sampling errors. The level precision or sampling error to this study will be assumed to be $\pm 5\%$ the total numbers of the selected branch employees were 425. This particular study thus has taken 206 of these employees, as respondents for questionnaire. Sample size for this research was determined by using Yemane (1967) formula.

$n = \frac{N}{1 + N(e)^2} \text{ where } n \text{ is the required sample size}$

N is the population size is the level of precision

$$n = \frac{425}{1 + (425)(0.05)^2} = \frac{425}{1 + 425 * 0.0025} = \frac{425}{2.06} = \underline{206}$$

By using the above formula, 206 respondents were selected from the total population of 425 of the 7 Branches. The 206 respondents were selected from each Branch on a proportion basis. The number population was taken from each Branch indicated in table 3.1 below.

Table3. 1. Proportionate sample for each branch

Branch Name	Total No.of Employees	Sample proportion (%)	Sample Size
Main branch	165	0.39	70
Megngna	49	0.19	33
Sidist kilo	49	0.18	33
Gulele	44	0.14	28
Bole	41	0.10	24
Branch	40	1.00	18
Branch	39	1.00	206

Source: Personnel Office of Dara Main office 2011 E.C

3.4.1 Methods of data analysis

Qualitative and quantitative approaches were used for data analysis. The Statistical Package for Social Sciences (SPSS version 20) were used to run descriptive statistics such as frequency and percentages so as to present the data in form of tables and graphs based on the major research questions. The qualitative data was generated from open-ended questions and interviews from employees and managers respectively from each branch of DARA.

The study was conducted using both primary and secondary data source. Primary data sources were from employees of Dara and un-structured interview with each department head. At each branch of top manager human resource and each supervisor's. Secondary data sources were from books, research articles, organizational publications, web site other related documents, reports, etc.

The basic questions of the study was develop by referring the available related literature on the issues of performance evaluation Based on the basic questions and the review of the literature of the study, questionnaires and interview questions will design. The questionnaire will prepare in English and Amharic, as it will distribute to employee of the Agency. Questionnaires distributes and interviews also conduct by the researcher on face to face base to get further and reliable information, opinion and attitudes of the respondents organize to enrich the data that gathered by questionnaire.

In order to gather primary data from workers and management members, questionnaire and interview were conducted. Document analyses were made thoroughly so as to get supplemental information from secondary data sources.

Finally, the results were presented using, charts, and tables extracted from the data analysis by the order of descriptive analysis, each of these data analysis methods have their own advantages. In a descriptive analysis Statistics allows the researcher to give explanation of different parts of data with a few indices. Descriptive statistics such as standard Deviation and means were obtained for the independent and dependent variables.

3.5. Ethical Consideration

It is true that any research in the field of social science disciplines was vulnerable to bias and subjectivity. In this regard, the researchers have been seriously taking into account the following ethical issues: An effort will make by the researchers to avoid bias and to be as objective as possible. The rights, dignity, privilege, consent and personality of the respondents will consider and respect. The anonymity and privacy of the participants as well as the confidentiality of the data they will provide is also carefully respect.

CHAPTER FOUR

DATA ANALYSIS, INTERPRETATION AND DISCUSSIONS

4.1 Introduction

This chapter presents a discussion of the results and the process through which the results were obtained. First, the background information of respondents presented and discussed. The chapter also deals with the presentation and an analysis of data collected and discusses it in relation to factors influencing result-based performance evaluation. The statistical methods used for analyzing the data collected include frequency results and descriptive statistics analysis by using SPSS version 20. From the total questionnaires distributed, 206 were able to be collected giving 185 which 89.8% response rate and the remaining 21(10.19%) were not collected due to different reasons. From this can be said is that adequate number of questionnaires was returned. For conducting the study, the researchers developed a questionnaire the questionnaire were prepared in English and Amharic language

Questionnaires were distributed to for administrative staff including (supervisors and team leaders), of DARA, discussion was made with each head of HRMD. Based on unstructured interview questions designed by the student researcher and notes of the discussion are incorporated at each selected branch

The questionnaire were developed using five-point Likert scales of 1.5: - Strongly agree (5), Agree (4), Neutral (3), Disagree (2) Strongly Disagree (1) the scores 'Strongly Disagree' was taken to be equivalent to mean score ranging from 0.0 to 1.0, 'Disagree' with mean score ranging from 1.1 to 2.0, 'Neutral' with a mean score ranging from 2.1 to 3.0, 'Agree' with a means score ranging from

3.1 to 4.0 and ‘Strongly Agree’ with a means score ranging from 4.1 to 5.0. A standard deviation of > 1 represented a significant difference in the responses given.

4.2 Demographic characteristics of the Respondents

This section presents the results of the analysis of the sample based on the demographic variables examined in the study, namely, gender, educational status and work experience. The summary of descriptive statistics that was intended to give general descriptions about the data is presented below. The total number of observation for each variable was 185 out of 206. Accordingly, frequency, percentage values and mean of each variable were used so as to show the overall trend of the data.

The researcher sought to find out the gender of the respondents. The findings are as presented in Table 4.2.

Table 4.2: Gender of the Respondents

Gender	Frequency	Percent
Female	123	66.50
Male	62	33.50
Total	185	100

The results in Table 4.1 from the total 206 Questionnaires, 185 was collected and from this revealed that 66.50% of the respondents were Female while the Male respondents were 33.50%. These imply that there were more female compared to male respondents in the study.

Table 4.3: Educational Background of the Respondents

Educational Background	Frequency	Percent
<Diploma	241	3.0
Diploma	179	2
Degree	141	76.2
Second degree	3	1.6
Total	185	100

Table 4.3: shows that from the total respondents 89.8%, 76.2% have bachelor degrees, 13.0 % below diploma, and 9.2% have Diploma and 1.6 % have master's degree, these findings imply that there were more degree holders respondents in the study.

Table 4.4: Work experience

Work Experience	Frequency	Percent
Valid 0-5 Years	40	27.6
6-10 Years	37	20
11-15 Years	57	30.8
Above 16 years	51	27.6
Total	185	100

As shown in the Table 4.4, the research findings shows that 40(27.6%) of the respondents had worked for a period of below 0- 5 years followed by 37(20.0%) of the respondents who had worked for a period of between 6 to 10 years. 37(20%), 57(30.80 %) of the respondents had worked for a period of between 11-15years 51(27.6%) of the respondents had worked for duration more than 16 years. The findings indicate that a sizeable number of the respondents had worked for a period of 11 to 15 years whereas the least proportion of 20% had worked for more than 6- 10 years. These findings show that the respondents had adequate experience necessary to respond to the questions in this study. This helps validate the research findings. Table 4.5:

Table 4.5 Salary Range of Respondents

<u>Salary of the Respondents</u>	<u>Frequency</u>	<u>Percent</u>
Less than 2934	46	24.9
2935- 4573	30	16.2
4574- 6020	97	52.4
More than 6020	12	6.5
<u>Total</u>	<u>185</u>	<u>100</u>

As indicated by fig 4.5, all the participants were classified into four categories based on the salaries they had at the time of the study. Fig. 4.5 illustrates that majority, 52.4% (97) of participants, were categorized under 4574- 6020. The second higher respondents' category was > 2934, which had 46 respondents (24.9) the third category was classified as 2935- 4573 and had 16.2% (30) respondents.

And the final salary range was above More than 6020 and constitutes 6.5% (12) respondents

.Findings imply that there were a high salary range of interval respondents in the study.

4.6 practice related to the implementation of result-based performance evaluation at the agency

Statement	Strongly Disagree and disagree		Neutral		Agree and strongly agree		mean	Std.dev
	Freq.	%age	Freq.	%age	Freq	%age		
The Agency developed remarkable implementation and practices of performance evaluation or performance appraisal system	42	23	55	29.70	88	47.6	3.24	.854
Employees taken part in the formulation of the performance appraisal system	109	58.9	63	34.10	13	7	2.29	.914
Employees feel the implementation of RBPE were effective in their organization	46	24.9	16	8.6	123	66.5	3.17	1.059
The result of the evaluation were openly explained and discussed to the employee concerned	80	43.2	75	40.5	30	16.2	3.05	1.078

Using descriptive statistics based on the responses received. Various Practice related to the implementation of result based performance evaluation were identified and considered in the study. To establish practice related on the implementation of result based performance evaluation at the agency; respondents were asked to indicate their level of agreement with different statements with regard to their Agency. Table 4.6 above illustrates that the overall rating of the practice related on

the implementation of result based performance evaluation at the agency. From the findings we can infer that there were the agency tried to developed remarkable implementation and practices of performance evaluation or on the other hand the Agency has created notable execution and quality assessment or quality assessment methods have, on the other side, been effective in implementing RBPE and the result of the evaluation were moderately explained and discussed to the employee concerned, Employees were disagree taken part in the implementation of result-based performance evaluation time this implies the agency were try to doing there evaluation system properly.

4.6.1. Frequency of Performance Evaluation Time

Any activity in an organization has its time of execution. So does have performance evaluation. Organizations have their own time to conduct performance appraisal depending on their own philosophy of time period. With the majority of schemes, staffs receive an annual appraisal andfor many organizations this may be sufficient (Mullins 1996:501 as cited in MOTA, 2013).In line with this, the interview discussion made with head of HRMD main process revealed that the Agency conducts performance evaluation semiannually. Saying the policy document dictates. Other respondents were asked to indicate the frequency of performance evaluation and their response is depicted in table 4.6.1

Table 4.6.1 Frequency of performance evaluation period at the agency

	Frequency	Percent
once a year	46	24.3
every 6 month	117	63.2
every 4 month	23	12.4
Total	185	100.0

Source: Primary data (2019)

As stated above 63.2% of employee respondents responded performance evaluation has been made twice a year while 24.3% responded performance appraisal conducted once a year. This shows that large majority of respondents (63.2) % of Administrative staff including supervisors are responded the frequency in which performance evaluation is conducted is semiannually. This is the best practice since actual time period may vary in different organizations and with different aims but a typical frequency would be bi-monthly or quarterly (Boice, 1997).

Table 4.6.2 responsible to carry out performance evaluation in your Agency

	Frequency	Percent
officer	40	21.6
Supervisor/coordinator	89	48.1
top management	56	30.3
Total	185	100.0

Source: Primary data (2019)

Performance appraisal is the most significant activity of an organization. If the right persons are not assigned to process performance appraisal activities, then the strategic objectives of organization is seriously affected. By tradition, a manager's authority typically has included

appraising subordinates' performance. The logic behind this tradition seems to be that since managers are held responsible for their subordinates' performance. It only makes sense that these managers do the evaluating of that performance (Robbins, 1998).

Respondents were asked who evaluates their performance and the response is depicted in table 4.6.2. As the above table depicts 48.1% of respondents indicated that their performance is evaluated and by others respectively. Immediate supervisor who evaluates employees' performance mentioned above. This shows that either the Agency is May not willing to use other possibilities such as peers, customers, immediate subordinates or may have other justifications. Immediate supervisors are not the only right individuals to evaluate employees' performance. There may actually be others who are able to do the job better (Robbins, 1998).

Table 4.6.3 Employees' Response on Method of performance appraisal practice

	Frequency	Percent
Check list	31	16.8
Goal setting	28	15.1
Management by objective	25	13.5
Essay appraisal	18	9.7
balanced score card	83	44.9
Total	185	100.0

Source: Primary data (2019)

The above table shows that 44.9% of the respondents agreed that the Agency uses BSC on which their performance has been evaluated. While 16.8%, 15.1%, 13.5%, and 9.7% indicated that Check list, Goal setting Management by objective essay method, are measures of the performance of employees respectively it implies the agency had more evaluated the employees by balanced scored card.

From this we can conclude that most of employees know the method applied by the Agency to evaluate their performance. One of the great advantages of the Balanced Scorecard management system than other is its tremendous versatility. It is easily adapted to any aspect of business management, and employee evaluation is no exception (Team, BSC Designer, 2015).

Table 4.6.4 Types of standards/criteria used to conduct employees performance appraisal in your Agency

	Frequency	Percent
competence	70	37.8
Experience	37	20.0
skill based	47	25.4
Knowledge-based	31	16.8
Total	185	100.0

Source: Primary data (2019)

The criterion or criteria that management choose to evaluate, when appraising employee performance, will have a major influence on what employees do. Mathis and Jackson (1997:341 and Robbins, 1998: 1204-05) affirmed that criteria for evaluating job performances can be classified as trait-based, behavioral based, or results based.

As depicted in table 4.6.4 above 37.8%, of the respondents agreed that competence evaluation were used while 25.4%, 20.0%and 16.0%, respondents agreed that skill based, Experience and Knowledge-based respectively. From the above analysis one can understand the majority of the criteria's used by the agency are competence based.

Table 4.6.5 Are there any factors that mislead Performance Appraisal in your Agency

	Frequency	Percent
Low evaluator motivation	95	51.4
Problem interpretation	88	47.6
Similarity error	2	1.1
Total	185	100.0

Source: Primary data (2019)

Problems related to performance appraisal can be of three general types. These are: human errors, problems of criteria, and problems of confidentiality (Saiyadain, 1999:204-207).

Saiyadain further listed human errors such as single criterion, strictness or leniency, halo error, central tendency errors, recentness of events and similarity error

As depicted in table 4.6.5 above 51.4%, of the respondents agreed that Low evaluator motivation were used while 47.6%, and 1.1%, respondent's were that Problem interpretation and Similarity error were made respectively. From the above analysis one can understand the majority of the mislead factor by the agency are Low evaluator motivation.

Table 4.6.6 Who evaluates your performance

	Frequency	Percent
top management	139	75.1
supervisor/coordinator	46	24.9
Total	185	100.0

Source: Primary data (2019)

As depicted in table 4.7.6 above 75.1%, of the respondents agreed that top management was evaluated their performance 24.9%, respondents were evaluated by supervisor/coordinator. From the above analysis one can understand the majority of the evaluator by the top management.

4.6.7 Do you have access to see your performance evaluation result

	Frequency	Percent
yes	154	83.2
no	31	16.8
Total	185	100.0

Source: Primary data (2019)

It's within the employees' rights to know how they are progressing in performing the assigned tasks. Thus, they should have access to see their performance evaluation result. Table 4.7.7 presents employees' response whether they have access to see their performance evaluation result.

83.2% of respondents agreed that they have access to see their performance evaluation result; the remaining 16.8% disagreed. That employee of the Agency has access to see their Performance appraisal result. In line with this, an interview conducted with head of HRMD and branch managers also revealed that employees have access to see their result and will sign on the form explaining they agree with the result or not and gives some comment on the evaluation and it shows transparency of the performance appraisal process of the agency and also helps know their strength and limitations, as well. But most of the time managers and other responsible persons do not take on the consideration about the comments given by employees.

Table4.6.8 Do you appeal to the higher official if you perceive the result is biased and in accurate

	Frequency	Percent
yes	105	56.8
no	80	43.2
Total	185	100.0

Source: Primary data (2019)

According to Mathis and Jackson (1997) rater bias occurs when a rater's values or prejudices distort the rating. Rater bias may be unconscious or quite intentional. If a manager has a strong dislike of certain ethnic groups, this bias is likely to result in distorted appraisal result for some people. When this happens, rater's may want to appeal to higher officials. The above table depicts employees' response whether they can appeal to higher official if they believe their evaluation result is biased or inaccurate.

As Mathis and Jackson (1997) stated; it is likely that performance evaluation result can be biased or inaccurate. When it becomes a case, there should be a mechanism through which employees can appeal to higher officials. The existence of appealing mechanism in the agency means the management has given due focus to performance appraisal process which helps employees in venting out their ill feeling which otherwise would negatively affect the work relationship between the employee and the rater. And helps employees boost their confidence on the evaluation process.

The above table shows that 56.8% of the respondents agreed that they can appeal to higher officials if they believe their evaluation result is biased and inaccurate while 43.20% indicated they cannot appeal and informed the higher official However; significant number of administrative staff employees does not agree with access of appealing process of the organization.

4.6.9 According to your understanding, how do you rate the overall performance appraisal practice effectiveness of the Agency

	Frequency	Percent
very low	39	21.1
low	11	5.9
Neutral	4	2.2
good	123	66.5
very good	8	4.3
Total	185	100.0

Source: Primary data (2019)

Performance appraisal has become a strategic tool for improving organizational effectiveness. Performance appraisals are often used interchangeably with performance assessment, evaluations, and performance review or employee appraisal. The significant role of performance appraisal in any establishment of organizations has become indispensable when we talk of organizational success. The success of any organization is dependent on how well the performance of every employee is effectively appraised and managed (Paul, et al)

The above table 4.6.9 shows that 66.50% of the respondents were the overall performance appraisal practice effectiveness of the Agency were good and 21.1%, 5.9%, 4.3% and 2.2 respondents were overall performance of the Agency very low, low, very good and neutral respectively.

Table 4.6.10 Do you have the resources and tools you need to perform your job

	Frequency	Percent
yes	183	98.9
no	2	1.1
Total	185	100.0

Source: Primary data (2019)

The above table 4.6.10 shows that 98.9% of the respondents was agreed that accesses of resources and tools to perform the job was fully covered this implies the agency were provided efficient material to perform the job

Table 4.6.11 Do you have the opportunity to express your feelings when your performance is evaluated

	Frequency	Percent
yes	128	69.2
no	57	30.8
Total	185	100.0

Source: Primary data (2019)

Opportunity to express your feelings when your performance is evaluated the above table 4.6.11 shows that 69.2% of the respondents were agreed that opportunity to express their feelings when performance is evaluated and 30.8% were not agreed.

4.6.12 Is there any contribution of the appraisal result to your continuous development Employees

	Frequency	Percent
YES	152	82.2
NO	33	17.8
Total	185	100.0

Source: Primary data (2019)

Response on Contribution of the appraisal result to your continuous development

On table 4.6.12 shows, 82.2% of the respondents agreed that performance appraisal of the agency is important for their continuous development. 17.8% indicated they are disagreed that it is nothing for their future development. As to managers interview with managers agreed that the performance appraisal base for employees continuous development is significant effect on organizational development. This shows that the current performance appraisal process of the agency is base for quality service and helps in realizing the benefits of performance appraisal to the employees and the organization

Table 4.6.13 what purpose performance evaluation being used

	Frequency	Percent
promotion	76	41.1
bonus	40	21.6
salary increment	61	33.0

training and development	8	4.3
Total	185	100.0

Source: Primary data (2019)

There are potentially many reasons for undertaking performance appraisal. (Ikramullah2012), asserted that Performance appraisal is being used for purpose of administrative decisions relating to (salary, promotion, retention or termination, layoff) and developmental decisions like (training of employees, furnishing appraise with regular performance feedback, employees' transfers, determining employees strengths and weaknesses). In line with this, the interview discussion conducted with the head of HRMD and branch managers of the agency indicated that Performance appraisal result is being used for the purpose of salary increment, and promotion. Respondents were asked their view for what purpose performance evaluation result should be used. Their response is shown in the following table.

From the above table any one can understand that 41.1% of administrative staff respondents are responded that the result from Performance appraisal is satisfied them. 41.1% greater number of respondents said that they are dissatisfied with the evaluation criteria and the remaining 58.9% respondents are in between the two options. Interview with manager's purpose performance evaluation being used for Promotion work improvement and training and development

Table 4.7 structural factors affect the implementation of results-based performance evaluation at federal Documents authentication and registration agency

Statement	Strongly Disagree and disagree		Neutral		Agree and strongly agree		mean	Std.dev
	Freq.	%age	Freq.	%age	Freq	%age		
Organizational policies			24	13.0	161	87.0	4.36	.485

Employee benefit	6	3.2	8	4.3	171	92.5	4.46	.729
Performance appraisal system	19	1.2	16	8.6	150	81.1	4.16	.485
Workplace interactions			9	4.9	176	95.1	4.50	.591
Effectiveness and efficiency			24	13.0	161	87	4.25	.670
Time management			19	10.3	166	89.70	4.86	.348
Effective leadership	32	17.3	37	20	116	62.70	3.70	1.105

Structural factors influence the performance evaluation at the agency .In order to achieve this goal, information was gathered from respondent on their view in terms of the structural factors of the overall the agency policy and regulations. The results in table 4.7.indicate that therespondent agreed with the claims that time management, workplace relationships, employee benefit, organizational policy effectiveness and efficiency, performance appraisal system and efficient leadership influenced results-based performance evaluation at an average of 30.97.with a normal deviation of 3.975..this means that policy and regulation linked to the implementation of the agency result based efficiency assessment were highly influenced factors in the agency. so the agency try to re considered the policy and regulation of the rules.

4.8. Managerial and organizational factors influence the implementation of results-based performance evaluation at federal Documents authentication and registration agency

The third objective of the study was to analyse the effects Managerial and organizational factors influence on implementation of results-based performance evaluation. Data collected was analysed using descriptive statistics to facilitate the realization of this objective. Table 4.8 presents a

summary of the study findings with regards to the respondents view on the influence of managerial and organizational factors.

Table 4.8 Managerial and organizational factors influence the implementation of results-based performance evaluation at the agency

Statement	Strongly Disagree and disagree		Neutral		Agree and strongly agree		mean	Std.dev
	Fre.	%	Fre	%	Fre	%		
The organization staff consistently Demonstrates planning and organizing effective use of time	89	48.1	.43	23.2	53	28.6	2.45	1.318

Managers and supervisors effectively set a goal and establish priorities to improve work method to achieve the expected result	21	11.4	35	18.9	129	69.70	3.56	902
Managers recognize and manage the impact of change in the organization	30	16.2	73	39.5	82	44.3	3.28	738
Managers and supervisors are kept informed about Results Based performance evaluation at all times.	62	33.50	51	27.6	72	38.9	2.79	1.218
Managers and supervisors effectively identify & evaluate alternative solution action to problem-solving and decision making	87	46.9	17	9.2	81	4.80	2.91	1.354

The study also established that the respondents agreed with the statement that Managers and supervisors effectively set a goal and establishes priorities to improve work method to achieve the expected result in line with Managers recognize and manage the impact of change in the organization and kept informed about Results Based performance evaluation at all times .also staff of the agency consistently Demonstrates planning and organizing effective use of timeThe findings further revealed that the respondents were disagree with the statement that employees want to Managers and supervisors effectively identify & evaluate alternative solution action to problem-solving Identify & evaluate alternative solution action to problem-solving and decision making .

4.9 Attitude of employees and the management toward the practice of result-based performance evaluation affect its implementation at the Agency

The fourth objective of the study was to analyse toward the practice of result-based performance evaluation affect its implementation on Attitude of employees and the management

In this sub-section, data collected was analyzed using descriptive statistics to facilitate the realization of this objective. Table 4.9 presents a summary of the study findings with regards to the respondents view on the influence of implementation.

Tables 4.9 attitude of employees and the management toward the practice of result-based performance evaluation affect its implementation at the Agency

Statements	N	Mean	Std. deviation
The employee builds and maintains work relationships with subordinate	185	2.49	1.298
Employees maintain teamwork interacts and exchange idea	185	3.48	1.043
Employees works cooperatively with customers co-workers and the public	185	3.38	.846
Employees gains confidence and trust of other	185	3.26	.846
Employees focuses on performance rather than personality in relating to others	185	3.32	.782
Staff relation shows fairness and impartially in interactions demonstrate an interest in employee welfare	185	3.28	.941

The study also established that the respondents agreed with the statement that Employees maintain teamwork interacts and exchange idea to improve work method to achieve the expected result in

line with Employees works cooperatively with customer's co-workers and the public Employees also agreed that Focuses on performance rather than personality in relating to others Staff relation shows fairness and impartially in interactions demonstrate an interest in employee welfare and feeling of trust is one of the major factors to get confidence and agreed by respondents. this impliesThe study also established that the respondents agreed with the statement that Employees maintain teamwork interacts and exchange idea to improve work method to achieve the expected result in line with Employees works cooperatively with customers co-workers and the public employees also agreed that focuses on performance rather than personality in relating to others Staff relation shows fairness and impartially in interactions demonstrate an interest in employee welfare and feeling of trust is one of the major factors to get confidence and agreed by respondent.

CHAPTER FIVE

FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

This chapter is concerned with the highlights of the study findings and conclusions that are derived from the data analyses and discussions. Recommendations are provided at the end based on the findings and conclusions drawn from the study.

5.1 Summary of Findings

In order to answer the basic research questions; data were collected from head office manager and branch managers and administrative staff using questionnaires and interviews with manager the data were analyzed using SPSS VERSION 20.

Based on the discussion and data interpretation undertaken in the previous chapter, the following summaries are derived.

- Regarding the effect of practice related on the implementation of result based performance evaluation on public organization. From the findings we can infer that the Agency developed remarkable implementation and practices of performance evaluation system on the other hand the Agency has created notable execution and quality assessment or quality assessment methods have, been effective in implementing RBPE and the result of the evaluation were moderately explained and discussed to the employee concerned, Employees were not taken part in the formulation of the performance appraisal system
- The study also established that the respondents agreed with the statement that Employees maintain teamwork interacts and exchange idea to improve work method to achieve the expected result in line with Employees works cooperatively with customer's co-workers and the public Employees also agreed that Focuses on performance rather than personality in relating to others Staff relation shows fairness and impartially in interactions demonstrate an interest in employee welfare and feeling of trust is one of the major factors to get onfidence and agreed by respondent.
- statement that Managers and supervisors effectively set a goal and establishes priorities to improve work method to achieve the expected result in line with Managers recognize and manage the impact of change in the organization and kept informed about Results Based performance evaluation at all times .also staff of the agency consistently Demonstrates planning and organizing effective use of time The findings further revealed that the respondents were disagree with the statement that employees want to Managers and supervisors effectively identify& evaluate alternative solution action to problem-solving Identify & evaluate alternative solution action to problem-solving and decision making .

- To examine the influence of structural and practice on the implementation and result-based performance evaluation. To realize this objective, data was collected from respondents on their perception in terms of the various elements. In this sub-section therefore, descriptive statistics in terms of their perception are analyzed and reported. The findings on table 4.6.1 show that the respondents agreed with the statements that time management, workplace interactions, employee benefit, Organizational policies effectiveness and efficiency, Performance appraisal system and effective leadership were influence on result-based performance evaluation at the agency
- Managers and supervisors effectively set a goal and establishes priorities to improve work method to achieve the expected result in line with Managers recognize and manage the impact of change in the organization and kept informed about Results Based performance evaluation at all times .also staff of the agency consistently Demonstrates planning and organizing effective use of time The findings further revealed that the respondents were disagree with the statement that employees want to Managers and supervisors effectively identify& evaluate alternative solution action to problem-solving and decision making .
- respondents agreed with the statement that Employees maintain teamwork interacts and exchange idea to improve work method to achieve the expected result in line with Employees works cooperatively with customers co-workers and the public Employees also agreed that focuses on performance rather than personality in relating to others Staff relation shows fairness and impartially in interactions demonstrate an interest in employee welfare and feeling of trust is one of the major factors to get confidence and agreed by respondent.

5.2 Conclusion

The general objective was to analyze factors influencing the implementation of results based-performance evaluation in public organization: evidence from federal documents and registration agency

- The study findings on how implementation of performance evaluation affects the implementation and performance of results based in public organization. the overall rating of the influence of practice related on the implementation of result based performance evaluation on public organization. From the findings we can infer that there were The Agency have highly influenced by remarkable implementation and practices of performance evaluation system on the other hand the Agency has mediums notable execution and quality assessment or quality assessment methods have, on the other side, have been difficult to implementing RBPE

- The researcher concluded that time management; workplace interactions, employee benefit, Organizational policies effectiveness and efficiency, Performance appraisal system and effective leadership were highly influenced factors on result-based performance evaluation at the agency

- The first is related to the overall practice on the ground that the agency is using. In this regard, the agency is conducting performance appraisal twice a year using BSC as a method. The criteria used to measure performance of employees are BSC. But among the criteria BSC four perspective are some which don't have direct connection with the actual work and vague to understand. There was no uniformity of implementation of performance appraisal through departments and also all employees are given similar ratings. When all employees

are given similar ratings, high performers will get de-motivated while low performers will be reinforced to keep on the same performance level. This will hamper performance of agency and from the interview conclude that there were lack of clarity in policy and regulation while implementation of result based performance evaluation it needs further investigation.

- It is an immediate supervisor, who is responsible to conduct performance evaluation. Employees are given feedback during appraisal period but they don't consider it as important, are allowed to see their result and can appeal to higher officials if they believe their evaluation result is biased and inaccurate. The agency raters do not use file of what employees have done during the performance evaluation period and do support their performance evaluation with specific events of good and bad performance. From the interview finding, one can conclude that there both good and bad practice of performance appraisal at the agency When performance appraisal were not properly done, it will provides feedback to employees that will not improve their performance and thus

organizations also benefit by ensuring that employees' effort and ability make contribution to organizational successes.

- Managers and supervisors effectively set a goal and establishes priorities to improve work method to achieve the expected result in line with Managers recognize and manage the impact of change in the organization and kept informed about Results Based performance evaluation at all times .also staff of the agency consistently Demonstrates planning and organizing effective use of time The findings further revealed that the respondents were disagree with the statement that employees want to Managers and supervisors effectively

identify& evaluate alternative solution action to problem-solving and decision making it needs considerable attention.

5.3 Recommendation

- * The agency should ensure that created notable execution and quality assessment method and should developed remarkable implementation and practices of performance evaluation
- * The agency management has to acquaint raters with different types of performance evaluation methods; particularly with the one the agency is employing (BSC); so that they will clearly identify the strengths and limitations of the method they are using
- * Performance is the true litmus test for survival in the organization work flow. High-performing employees contribute superior performance, giving the companies they work for a competitive advantage -- and their extra effort differentiates great organizations from

merely good ones. An effective system should encourage collaboration, teamwork, and communication.

- * Performance appraisal can have significant positive impacts on employee performance and organizational effectiveness if it is organized and managed according to the standard.
- * Governmental organization should come up with more effective strategies for ensuring effective implementation of result based performance evaluation systems in organizations. This can be done by identifying the results being sought in clear and measurable terms and developing a conceptual framework for how the results will be achieved.

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APPENDIX 1: COVER LETTER

ADDIS ABABA UNIVERSITY, COLLEGE OF BUSINESS AND ECONOMICS

ADDIS ABABA. ETHIOPIA

April 15, 2019

Dear Sir/Madam

RE: REQUEST FOR YOUR PARTICIPATION IN MY RESEARCH PROJECT.

I wish to request you to kindly participate in a management research project that I am currently undertaking on the Implementation of Results Based performance evaluation in public organizations.

The objective of this study is to determine how an organization's practices related to the implementation of results-based performance evaluation, structural factors (policies and regulations) affect the implementation of results-based performance evaluation, managerial and organizational factors on results-based performance evaluation and attitude of employees and the

management toward the practice of result-based performance evaluation. The sample population for the study has been narrowed to your organization as a case study. I would appreciate if you spare some of your time to kindly complete the attached questionnaire. I will collect the questionnaire from your office as soon as it is ready.

The information you will provide is strictly for academic purposes. The identity and information of your organization will be treated as confidential.

Yours Sincerely,

TETU HAILU.

ANNEXS

PART A. General Information

Instructions: Please Circle on the relevant alternatives of your respective

Gender

A. Male

B. Female

2. Educational Background:

1. Certificate
2. Diploma
3. Bachelor's Degree
4. Master's Degree
5. PhD

3. WorkExperience:

1. 0-5 Years

2. 6-10 Years

3. 11-15 Years

4. above 16

Years

4. Salary

1. Less than 2934

2. 2935- 4573

3. 4574- 6020

4. More than 6020

General Guideline: Please put a tick “√” mark for your choices.

The response scale for the questions is as below:

5= Strongly Agree, 4= Agree, 3= Neutral, 2= Disagree, 1= Strongly Disagree

PART B: organization’s practices related to the implementation of results-based performance evaluation

Statements	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
The Agency developed remarkable implementation and practices of performance evaluation or performance appraisal system					
Employees take part in the formulation of the performance appraisal system					
Employees feel the					

implementation of RBPE is effective in their organization					
The result of the evaluation are openly explained and discussed to the employee concerned					

Do you have any additional ideas _____

PART C: Structural factors (policies and regulations) affect the implementation of results-based performance evaluation

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	(1)	(2)	(3)	(4)	(5)
Organizational policies					
Employee benefit					
Performance appraisal system					
Workplace interactions					
Effectiveness and efficiency					
Time management					
Effective leadership					

Do you have any additional ideas _____

THANK YOU FOR TAKING YOUR TIME TO COMPLETE THE QUESTIONNAIRE

PART C: Structural factors (policies and regulations) affect the implementation of results-based performance evaluation

Instruction: Please use 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. How often performance evaluation taken place in your Agency?

Every month every 6 months

Every 4 months once a year

Every 3 months

2. Who is responsible to carry out performance evaluation in your Agency

Top Management Supervisor coordinator

3. Which Performance Appraisal Methods use in your Agency?

Check listEssa praisal

Goal settingbalai score card

Management by objectiveG ic scale

Ranking method

4. Types of standards/criteria used to conduct employees performance appraisal in your Agency?

Knowledge-based Skill based
ExperienceComplete
Quality based

5. . Are there any factors that mislead Performance Appraisal in your Agency?

Rater bias Similarity error Problem interpretation
Low evaluator motivation

6. Who evaluates your performance? (You may tick more than one)

Immediate Supervisor Colleagues My Subordinate
MyselfCustomers

7. Do you have access to see you're your evaluation result?

Yes No

8. Do you have access to see your performance evaluation result?

Yes No

9. Do you appeal to the higher official if you perceive the result is biased and in accurate

Yes No

10. According to your understanding, how do you rate the overall performance appraisal practice effectiveness of the Agency?

Very good Good Neutral low very low

11. Do you have the resources and tool you need to perform your job?

Yes No

12 Do you have the opportunity to express your feelings when your performance is evaluated?

Yes No

13 Is there any contribution of the appraisal result for continues development?

Yes No

14 .What purpose performance evaluation used

1. Promotion 2. Salary increment 3.bonus 4.Traling and development

THANK YOU FOR TAKING YOUR TIME TO COMPLETE THE UESTIONNAIRE

PART D: Managerial and organizational factors influence the implementation of results-based performance evaluation

Statements	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
The Agency staff consistently Demonstrates planning and organizing effective use of time					
Managers and supervisors effectively set a goal and establish priorities to improve work method to achieve the expected result					
Managers recognize and manage the impact of change in the organization					
Managers and supervisors are kept informed about Results Based performance evaluation at all times.					
Managers and supervisors effectively identify & evaluate alternative solution action to problem-solving and decision making					

THANK YOU FOR TAKING YOUR TIME TO COMPLETE THE QUESTIONNAIRE

PART E: Attitude of employees and the management toward the practice of result-based performance evaluation affect its implementation

Statements	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
The employee builds and maintains work relationships with subordinate					
Employees maintain teamwork interacts and exchange idea					
Employees works cooperatively with customers co-workers and the public					
Employees gains confidence and trust of other					
Employees focuses on performance rather than personality in relating to others					
Staff relation shows fairness and impartially in interactions demonstrate an interest in employee welfare					

Do you have any additional ideas _____

THANK YOU FOR TAKING YOUR TIME TO COMPLETE THE QUESTIONNAIRE

F: Interview questions for selected branch head management and supervisors

1. For what purpose is Documents Authentication and Registration agency using performance appraisal result

2. How is the practice of participating employees in designing performance appraisal form?
3. What are the major challenges of performance Evaluation in Documents authentication and registration agency?
4. Is there any practice of giving awareness creation training on performance evaluation to employees?
5. At Performance Management you have a very clear return policy?.
6. Could you please mention some of the challenges related with result based performance evaluation?
7. How do you evaluate the trends of DARA about performance evaluation related to other public organization?

THANK YOU FOR TAKING YOUR TIME.