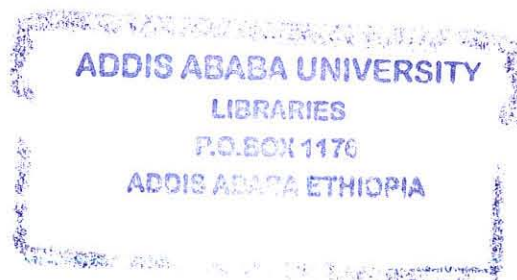


**ASSESSMENT OF THE MANAGEMENT OF RESULT-  
ORIENTED PERFORMANCE APPRAISAL SYSTEM IN  
OROMIA REGIONAL STATE**



**BY  
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**August 2007**



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Appraisal System in Oromia Regional State**

By  
**Ousman Jemma**



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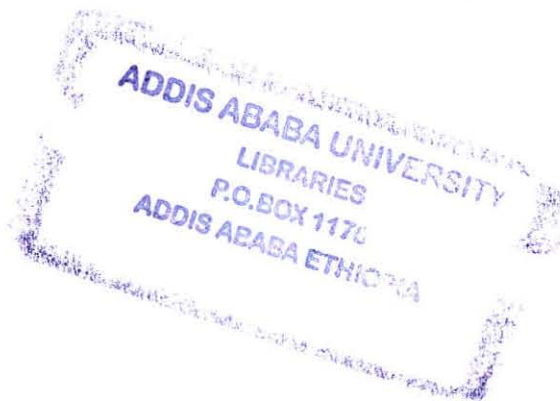
  
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## Abbreviations

BPR	Business Process Reengineering
CSRP	Civil Service Reform Program
FCSA	Federal Civil Service Agency
HRD	Human Resource Development
HRM	Human Resource Management
IPM	Institution of Personnel Management
KRA	Key Result Areas
MBO	Management By Objectives
OADB	Oromia Agricultural Development Bureau
OCSC	Oromia Civil Service Commission
OEB	Oromia Education Bureau
OFEDB	Oromia Finance and Economic Development Bureau
PA	Performance Appraisal
PBMSIG	Performance Based Management Special Interest Group
ROPA	Result Oriented Performance Appraisal
SMART	Specific, Measurable, Achievable, Relevant and Time bound
TQM	Total Quality Management
TOT	Training of Trainers
TrPA	Traditional Performance Appraisal
USOPM	United States Office of Personnel Management

## Abstract

The purposes of this study were to assess the management of Result Oriented Performance Appraisal in Oromia Regional State and to forward suggestions for its improvement. Management and subordinates were the two categories of the study groups. There are 699 staffs, out of which 231 respondents (50 management 181 subordinates) were selected on the basis of purposive and random techniques. Questionnaire and interview were used as data collection instruments. Moreover, the data obtained were analyzed by employing statistical tools such as: percentage, mean, variance, spearman's rank order correlation coefficient, t-test and chi-square. FCSC's and OCSC's guidelines (1997) were documents up on which the study was based.

The result of the study indicated that, individual /performance/ objectives were loosely related to organizational strategic objectives. On the other hand, performance objectives were derived from organizational annual plan, as well as appraisers and appraisees agreed on the objectives. With regard to management's capacity, the findings revealed that, due to inadequate training on ROPA techniques, most managers lack the required skills to design and implement the system. Concerning the expected benefits of ROPA, the findings of the study indicated that, promotion to higher position, salary increment, rewarding the best performer, identifying training need and opportunities were expected as the result of implementing ROPA. But none of these were practical. With regard to criteria and standards, the study showed that, both criteria and standards were established. Besides, performance was assessed on the basis of pre-established standards. However, there was drawback in developing Specific, realistic, result based criteria and standards. Furthermore, incompetence of management (appraisers) to develop objective standards and measures, emphasis only on results, lack of clarity of purposes, lack of commitment of top management, resistance from employees and absence of system of accountability were among the serious problems identified by the study.

Finally, integrating individual objectives with organizational strategic objectives, building capacity of management body and employees through training, and continuous communication, encouraging involvement of employees in ROPA plan, establishing and implementing monitoring and feedback system were suggested. Furthermore, providing performance based rewards, designing and implementing specific and relevant criteria and standards as well as developing a system of accountability are indispensable for the sustainability of ROPA system in the region.

# CHAPTER ONE

## The Problem and its Approach

### *1.1. Introduction*

This chapter deals with basic concepts of ROPA system, statement of the problem objectives of ROPA system, significance of the study, delimitation, limitations of the study, research methods and procedures and operational definition of key terms.

Any organization, be it commercial or social is established to accomplish certain mission. More specifically the establishment of administrative machinery is to fulfill the needs and expectation of societies. The purpose of establishing an organization is to meet the needs and expectations of its stakeholders (Armstrong and Baron, 2002:12). The achievement of goals requires resources, above all human resources, which are the most critical elements. Because, it is people who plan, organize, implement the plan, coordinate and control all other resources in order to achieve the stated goal(s). Stressing the importance of human resource in dynamic situations, Chandan (2003: 272) comments that human resource function has become important in today's fast changing world. This indicates that the success of an organization depends on availability of competent and committed manpower at every level of the organization. Thus, to get the desired benefit from people, an organization should properly evaluate its employees' contribution.

There are two approaches to performance appraisal, namely, formal and informal. There is no specific time when informal evaluation has begun. Adams (2004:64) argues that informal appraisal has no records for its origin, but it takes place in a day-to-day observation of the employees. On the other hand, formal appraisal is based on a scheduled event, which takes place at a prescribed interval. As Gupta (1981: 53 cited in Kibrie, 2005) puts that formal performance appraisal system has started in the American military establishment during the time of world war I and them spread to other organizations. According to OCSC (2004), the formal performance appraisal is the regular and systematic review of performance. The appraisal system is conducted at a regular interval twice a year or annually.

Gradually, the traditional performance appraisal is shifting from trait based to result based. Chandan (2003:286) suggests the importance and necessity of building effective work force through performance appraisal as follows: the evaluation of employees' performance serves as a basis for judging the contributions and weakness of employees, so that continuous efforts can be made to build a stronger and more effective work force. According to Betts (1977:70), the major aims of appraisal scheme are to: determine and attempt to improve performance, reward adequately the individual according to performance and assess potential and develop the individual for promotion.

Most authorities agree on the contribution of effective performance appraisal system to both the development of employees and to the achievement of organizational goal. The criteria for evaluating job performance can be classified as trait-based, behavior based, and result-based. Result-oriented appraisal system is better than trait evaluation, which is based on factors such as: cooperation, loyalty, self-discipline etc (OCSC, 2004: 43). Moreover, traditional performance appraisal (TrPA) is criticized for its process- oriented approach and for measuring human character rather than its contribution to the organization. Thus, to overcome the draw backs of TrPA, the concept of Result Oriented performance Appraisal (ROPA) came into effect.

In accordance with management by objectives (MBO), both manager and employee identify and set the objective together. It is participatory approach. The primary purpose of MBO is to improve the effectiveness of the individual and of the organization as a whole. MBO is known under various names such as: result- oriented, management by agreement, appraisal by results, mutual goal setting, work planning and review and so on (Mathis, 1997). MBO can also be referred to as management by results or goal management and it is based on the assumption that participation and involvement of employees increase their commitment and hence, motivate them towards the achievement of organizational objectives.

Performance management is the management process designed to link the organization's objectives with those of the individual's in such away to ensure the compatibility of objectives. Moreover, Mondy (1990:390) describes the concept of performance based management as follows: Performance management systems are efforts made to plan, evaluate, measure, give

feedback to employees, improve and reward employees' performance that will improve development of the employee and thus, the organization's achievement. It is also based on predetermined performance criteria and standards. Furthermore, performance based management is a strategic and integrated approach to deliver sustained success to organization by developing the capabilities of teams and individuals. It aims to achieve better results by understanding and managing performance within an agreed framework. The management of result-oriented performance appraisal includes the whole process from planning to reward the best performance. If it is handled properly the system contributes to the development of the employees.

In Ethiopia, the employees' formal appraisal system was introduced after the establishment of central personnel administration (CPA) in 1963. Until recently, the appraisal system was based on trait and behavior. But in 2002 the country has introduced civil service reform program of which result-oriented performance appraisal is sub component. Regional states have also adopted the reform simultaneously with the federal government.

Oromia is one of the largest regional states both in its geographical area and number of employees. The civil servant of the region is about 134,000 (OCSC, 2006). Since 2002, the region has been practicing result-based performance appraisal system. There were attempts to create awareness to top managements at different levels and it was started with training of trainers (TOT) of some selected top leaders from the region and zones. Almost all bureaus had tried to prepare their strategic planning from which they have formulated their operational plan. They have also tried to prepare result oriented performance appraisal plan. However, as it is a new concept the management of ROPA has of course its own limitation.

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

Currently, the management of result-oriented performance appraisal in the Regional State of Oromia is operating at different levels. In the region, ten bureaus were selected to establish business process reengineering (BPR) project as a pre-condition for the implementation of civil service reform program in general, and result-oriented performance appraisal in particular. Because, it realized that the effective implementation of result-oriented performance management is difficult and becomes mechanical without pre establishment of business process reengineering.

Change in general and planned change in particular requires commitment and resources. Likewise, the implementation of ROPA into the existing culture requires commitment and capabilities of both management and employee. "The power of commitment is what makes MBO work and the absence of this commitment can cause it to fail" (Kumar, 2002:93). A document of the Open University (1995:44) suggests that for the change/reform/ to be effective all three stages of change, i.e., unfreezing, changing and refreezing should carefully be planned and implemented. These indicate that the success and sustainability of the management of result-oriented performance appraisal is based on commitment and support of top management as well as on the degree of employing appropriate stages and strategies of change.

Even though it is about five years since the concept of ROPA has been introduced into the Oromia region, its implementation could not proceed as intended. Because, ROPA is not accepted whole heartedly both by management and employees. This might be unfreezing stage was handled hastily at the early time.

## **Objectives of the study**

### ***General objective***

The main objective of this study is to assess how the region managed ROPA and to identify the major problems encountered in the process of implementing the system and then to forward possible suggestions.

### ***Specific Objectives are to:***

1. Examine whether performance/individual/ objectives are consistent with organizational strategic objectives.
2. Assess whether there is sufficient knowledge to design and implement ROPA plan.
3. Assess if employees have benefited from the ROPA.
4. Examine whether bureaus have established criteria and standards.
5. Identify major challenges in the process of managing ROPA.

The study was designed to assess the management of ROPA in the region for the last five years based on the following basic research questions:

1. Were objectives set for individual employee related to organizational strategic objectives?
2. Have appraisers had sufficient knowledge and experiences to manage result-oriented performance appraisal?
3. Did employees get benefits from the implementation of ROPA system?
4. Were the standards and criteria used to evaluate the performance of the employees relevant, clear and measurable?
5. What were the major problems encountered in the management of result-oriented performance appraisal in the region?

### ***1.3. Objectives of Result Oriented Performance Appraisal System***

Under management by objectives (MBO) method the performance of the employee is assessed on the basis of pre-established standards through discussion and reaching consensus between immediate supervisors and subordinates.

#### **2.3.1. General and Specific Objectives**

The overall objective of ROPA system is to enable civil service institutions to measure the performance of employees objectively and to give feedback accordingly.

According to FCSA (1997:31-32), FCSA (1995:45), FCSA(1999:2-3) and OCSC (1997:7), some specific objectives of ROPA are to: assess individual's performance and give feedback, assist the identification of training and development needs, provide performance based information for payment and enable management to make fair decisions on administrative and developmental issues on the basis of reliable source of data.

### ***1.4. Significance of the Study***

In recent years, performance-based management appraisal has received good attention, because, its proper implementation has great effect on the motivation of the employees, which in turn contributes to the achievement of the organizational goal.

Although the Region has implemented ROPA system since 2002, until now, there are many problems, which need to be resolved. However, only few assessments have been conducted. Therefore, detailed study on the management of result oriented performance appraisal is crucial. Thus, this study hopes to:

1. Contribute to practical actions.
2. Contribute to the regional policy makers and planners in designing appropriate implementation strategies.
3. help managers of different levels in creating awareness on how to tackle the confronted problems,
4. Could encourage others for further and detailed investigation on the outcomes and impact of result-oriented performance appraisal.

### ***1.5. Delimitation of the Study***

Although result-oriented performance appraisal is implemented at different parts of the region, the scope of the study is limited at the regional(bureaus )level because, the bureaus have longer experiences in exercising business process reengineering (BPR) and ROPA than the zones and districts.

Out of 36 bureaus in the region, only ten bureaus were considered as model in carrying out BPR, and in establishing result-oriented performance appraisal system. Furthermore, due to the existence of similarities among those ten bureaus, the study is confined to four bureaus that have large number of staff. These are Education Bureau, Civil Service Commission, Finance and Economic Development Bureau and Agricultural Development Bureau.

### ***1.6. Limitations of the Study***

As the management of ROPA is new to our country, the availability of a related literature (books, researches, journals etc) is very limited. So, the researcher was compelled mainly to use guidelines established both by FCSA and OCSC. This does not mean however, that other materials were not referred. Another constraint was difficulty to access top-level management for interview as scheduled.

## ***1.7. Research Methods and Procedures***

### **1.7.1. Research Method**

The research method employed in this study was descriptive survey. This was chosen because it would enable the researcher to figure out the current state of the management of result-oriented performance appraisal in the Oromia Regional State. The method is also useful in identifying the nature of the problem by collecting appropriate data.

### **1.7.2. Data Sources**

Data were collected from both primary and secondary sources. Officials civil service reform program experts and employees of the sampled bureaus were the primary sources. Besides, official documents were used as the major secondary sources to obtain more relevant and dependable data.

### **1.7.3. Sampling Techniques and Procedures**

The combinations of purposive and random sampling techniques were employed. In order to assess the management of ROPA from these ten bureaus (those implemented ROPA system earlier) four of them have been included in the sample purposely, mainly because of the larger number of their staff. There are a total of 699 employees in the bureaus. Of these a total of 231 (50 management and 181 subordinates) were included in the study. The respondents have been drawn from their respective bureaus proportionally. From all sample bureaus the management of different levels and civil service reform program experts were selected purposely, because they have rich information about ROPA. But, employees were selected by simple random technique.

### **1.7.4. Data Collection Instruments**

Questionnaires and interview were used as data collection instruments from the sources. Questionnaires were developed to collect data from both management and subordinates. In addition, both structured and unstructured interviews were used to get more detailed information from top-level management and CSRP experts.

### **1.7.5. Procedures of Data Collection**

Before distributing the questionnaires to sample bureaus, a pilot test was conducted in Oromia Capacity Building Bureau. The test helped the researcher to get feedback about structure, content and validity of research instruments and necessary amendment was made. More specifically, two question items from questionnaires and three items from interviews were modified. Then after, the questionnaires were translated into Afan Oromo and both English and Afan Oromo questionnaires were distributed. In each bureau the delegated persons collected the completed questionnaires.

### **1.7.6. Data Analysis**

The data collected were tallied and changed into frequency counts. Based on the nature of the data, relevant statistical tools were used in order to interpret the data and draw valuable meanings. The statistical tools were: percentage, mean, variance, spearman's rank order correlation coefficient, t-test and chi-square-test.

Spearman's rank order correlation coefficient was used to analyze degree of association between the perception (the correlation between the rankings) of the respondents. Similarly, t-test and chi-square-test were used to examine the effects of the independent variables and significance of the difference between the opinions of the two study groups respectively.

## ***1.8. Operational Definitions of Key Terms***

Accountability: is the obligation a person, group and organization assures for the execution of authority (PBMSIG, 2001:6)

Appraisee: employees in regional bureaus whose performance is appraised. (OCSC, 1997)

Appraisers: bureau heads, vice bureau heads, division heads department heads and section heads who involved in appraising the performance of subordinates. (OCSC, 1997)

Management: a distinct process consisting of planning, organizing actuating and controlling the work of other's performance to determine and accomplish objectives (Good, 1997:348).

Management by objective: is the process by which managers and Subordinates work together in identifying goals and Setting up objectives and make plans together in order to achieve

these (OCSC, 2004:37).

Performance: is progressive achievement of tangible, specific, measurable and personally meaningful goals (Darryl, 2000:4).

Performance appraisal: is a formal system of periodic review and evaluation of an individual's job performance (Mondy, 1990:382)

Performance-Based Management: a systematic approach to performance improvement through ongoing process of establishing strategic objectives (PBMSIG,2001:3)

Result-Oriented performance appraisal: is the evaluation of result- (Outputs) on the basis of contribution of the employee based upon predetermined standards. (Mathis, 1997)

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

The study is organized into four chapters. Chapter one deals with the problem and its approach. The second chapter consists of review of related literature. The third chapter is concerned with the analysis and interpretation of data. The last chapter presents the summary of findings, conclusions and recommendations of the study.

## CHAPTER TWO

### Review of Related Literature

This chapter deals with review of literature related with the basic research questions. The chapter treats basic concepts in ROPA, advantages of ROPA, linkage between organizational and individual objectives, developing ROPA plan, benefits employees expected, criteria, standards and problems encountered.

#### *2.1. Basic Concepts in Result Oriented Performance Appraisal*

Managers should regularly assess the performance of their subordinates because it enables them to make administrative and developmental decisions on the basis of concrete data. Scholars view the term performance appraisal (PA) from different angles and define it accordingly. Mondy (1990:386) defines performance appraisal as the means, which points at employee's specific needs for training and development. On the other hand, Mathis (1997:343) perceives PA as the process of evaluating how well employees do their jobs compared with a set of standards and communicating that information to them. However, Gregor (1960 cited in Cole, 2001:246) defines the term as the program designed to provide more systematic control of the behavior of both subordinates and superiors. On the other hand, Snell (1992 cited in Giratton, Veronica, et.al. 1999:60-62) argues that in highly dynamic environment appraisal should emphasize on development and continuous improvement rather than monitoring deviations from the norm. According to Foot and Hook (1999:246) performance appraisal is a central activity and crucial part of performance management. Therefore, it should be integrally linked with the whole activities of the organization.

Although authors perceive performance appraisal differently, there is a consensus that PA is a means of assessing performance level of employees and its approach should be systematic and must be conducted regularly. Furthermore, the appraisal should be fair, impartial and should be based on pre-determined objective criteria. The literature classifies formal appraisal into traditional and systematic/result-oriented/. The traditional performance appraisal system mainly measures behavior of employees. But, the modern appraisal system (MBO) evaluates the performance of an individual rather than behavior. Management by objectives (MOB) specifies

the performance that an individual expected to attain within specific period of time. Mathis (1997:358) describes the key assumption of MBO as follows:

*Involvement of employees in planning and setting objectives may increase their commitment. Moreover, clear and precise objectives help performer to achieve expected results. Furthermore, performance objectives should be specific targets and define results.*

Moreover, Mondy (1990:402-204) supports the participation of subordinates in setting performance objectives and suggests that individuals jointly establish objectives with their superior who then gives them some direction how to achieve those objectives. The above concepts imply that when subordinates involved in setting performance objectives they understand what expected of them and hence would be motivated to perform better.

Result oriented performance appraisal scheme was introduced in to Ethiopian government institutions to solve the existing problems concerning performance appraisal. Moreover, FCSA (1994:5) stresses that the previous performance appraisal scheme was subjective and so ROPA was introduced. This indicates that the existence of problems with regard to performance appraisal and justifies the reason for adopting ROPA. Result-based work plan is based on organizational vision, mission and strategic plan, which in turn derived from national vision (FCSC, 1994:18). Also it has key, major, minor and additional tasks. Result oriented performance appraisal is the system used to measure certain intended results in quantity, quality, cost and time.

### **2.1.1. Advantages of Result-Oriented Performance Appraisal**

The implementation of ROPA system has paramount importance to the improvement of the employee's performance, which in turn contributes to the achievement of the organizational goal(s). In this regard, FCSA (1997:3), OCSC (2004: 42-44) and Mullins (1996:639-640 cited in Hailesilassie, 1999: 122) describe the merits of ROPA management as follows: encourages the participation of employees in a goal setting which in turn increases their involvement and commitment in implementing the plan, provides a structured approach to focus on strategic performance objectives, since individual's objective is related to organizational strategic plan, it creates compatibility of objectives, thus performance of individual employee contributes to the

achievement of overall organizational goal/s/ and it can develop a greater degree of consistency through regular monitoring and feedback on performance.

### **2.1.2. Principles of Result Oriented Performance Appraisal**

Though there are several approaches to employees' performance appraisal ROPA has some common principles, which govern the implementation of its plan. Berhanu (2006:24-25), FCSA (1997:34-39) and OCSC (1997:8) outline the principles of ROPA system, as following: what is to be measured is the output not the person, results of planned performance are attributed to the performer, results are measured not only on the basis of achievements of out puts, but also on the basis of outcome and impact to the organization and measures of results are developed in line with the organizational strategic plan. In addition the above sources describe that strategic plan is derived from national vision and organizational vision and mission, plan should be realistic and performed within a specific period of time as well as performance plan should not be below the performing capacity of the performer.

## ***2.2. Linkage between Organizational and Individual Objectives***

Objectives are intended to bring about change and established at different levels of an organization. Armstrong and Baron (2002:287) define the levels of objectives as organizational, departmental, team and individual. According to the same source, corporate level objectives are broad and related to organization's purposes, values and strategic plans, while individual objectives are specific targets that related to organizational objectives.

There are two approaches of setting objectives, i.e., traditional and modern. In traditional approach the objectives are imposed by superiors. But, under modern (MBO) approach, immediate supervisors and subordinates jointly set objectives and determine each individual's major area of responsibility in terms of the results expected of him. Hampton (1983:177) supports the above and arguing that subordinates set objectives within a framework provided by immediate supervisors. Moreover, as to FCSA (1997:50) employee's performance is based on overall organizational vision and mission.

Individual objectives are derived from strategic objectives and should contribute to the achievement of overall organizational objectives. Moreover, Hampton (1983:160) sharing this view and states that objectives will enhance motivation and channel individual performance into improved cumulative departmental and organizational effectiveness. Similarly, USOPM (1998:1) holds that "... by aligning and linking employees' performance plan with the goals established in the organization's plan, an organization is more likely to achieve its goals, because employees' efforts are channeled in that direction". Furthermore, the literature reveals that one of the fundamental responsibilities of managers is to ensure that individual, departmental and organizational objectives are logically integrated. At individual level, in order to evaluate the performance objectively, strategic objectives should translate into specific targets. Armstrong and Baron (2002:291-292) present steps, which are required to define and agree on objectives as follows:

- i) Define the overall purpose of the job /what it exists for),
- ii) Define performance areas (KRAs or main tasks),
- iii) Define quantified targets, which related to each performance area.

According to the same source, (290-291) good objectives should be: consistent, precise, challenging, measurable, achievable, agreed, and time related. Moreover, objectives must cover all the key aspects of the job and should not focus on one area at the expense of the others.

### ***2.3. Management of Result Oriented Performance Appraisal System***

Since the existing performance appraisal system failed to evaluate employee's performance objectively, the introduction of ROPA system was inevitable. So the implementation of new system of appraisal requires careful design and management. ROPA management includes planning, performance review and performance appraisal. According to Armstrong (1994 cited in Foot and Hook, 1999:246), performance management is a process designed to improve the performance of the organization, team and individual. Also, Armstrong (1999:427 cited in Hailesilassie, 1999:120) extends the definition to a strategic and integrated approach to develop sustained success to organizations by improving the performance of the people and developing their capabilities. However, as to Foot and Hook (1999:246), management of ROPA derives from

human resource management system as strategic and integrated approach to the management and development of people.

To encourage improvement in performance, the management of ROPA used the techniques such as: performance appraisal, team building, total quality management (TQM) and the like. Furthermore, Armstrong and Baron (2002:44) define the concept as strategy that is related to every activity of the organization and it is a continuous process involving: agreeing standards and objectives, giving constructive feedbacks on the performance and identifying opportunities. Performance management is the integrated process of objective setting, appraisal, pay determination, performance improvement, career development, and training, which supports the achievement of the company's strategies (IPM, 2004:23). On the other hand, FCSA (1996:1) explains the concept as a program refers to formalized framework within an organization. The same source also defines the results-based (or performance-based) management as follows:

*Performance based management is strategic and integrated approach that deliver sustained success to organization through establishing strategic performance goals and objectives, evaluating performance and giving timely feedback to the employees. It is continuous process not one spot step.*

According to Hume (2000:37), in performance management, the focus should be on a holistic, systematic, continual and cyclical process involving identification of goals, reviewing and evaluation. Moreover, Plachy (1987 cited in Armstrong and Baron, 2002:44), suggests a more advanced and comprehensive definition of result-based management as follows:

*Performance management is a communication: a manager and an employee arrive together at understanding of what work is to be accomplished, how it will be accomplished, how work is progressing toward desired results, and how performance has achieved the agreed up on plan.*

Furthermore, FCSA (1997:30) and OCSC (1997:6-7) forward the pre- conditions for implementing and sustaining the performance based management system, namely, MBO, Performance Oriented HRM and output oriented budgeting.

The primary objective of performance-based management is to improve business performance by raising each individual's effectiveness.

As Armstrong and Baron (2002:61) view it, the establishment of result-based management involves four stages. These are:

Stage one: Business role clarification,

Stage two: Performance planning,

Stage three: Performance development and

Stage four: Performance measurement.

Some people think that performance management is as simple as measure of the performance once a year. But, in reality, it is a comprehensive, strategic, formalized frame of work and integrated approach to the overall activities of organization. Moreover, in planning the work, it focuses on the objective setting, measurable standards, monitoring performance and communication. Furthermore, it is a continuous and cycle of discussion between subordinate and manager to plan and review the performance and development of employee. According to FCSEA (1997:17) and FCSEA (1996:7), the cycle of performance based management is: planning, monitoring, capacity building/ developing/, appraisal and reward.

Moreover, researches show that performance based management is regarded as a number of interlinked and continuous process rather than a single system which occurs once a year. Besides, it primarily focuses on development rather than pay. Finally, result based management is an umbrella term which is equivalent to managing the organization that aims to achieve better results by understanding and managing performance within an agreed frame of works.

When we consider the Ethiopian situations, even though it is about half a century, since the introduction of formal performance appraisal to the country, the traditional performance appraisal system was entangled with appraising trait and behavior rather than results. That is why the government introduced new appraisal system called ROPA as major component of HRM along with civil service reform program. Berhanu (2006:11) identifies the reason for introducing ROPA as follows: the nationwide reform in civil service program necessities the change in the approach from traditional PA (TrPA) to ROPA scheme. In Ethiopia, ROPA has been introduced in 2002.

Then after, most of the government institutions have developed strategic planning, ROPA plan, capacity building program and performance assessment systems.

### **2.3.1. Requirements Expected of Appraisers**

Assigning the responsibility for assessing the performance of employees depends on the policy of the organization. But, in most cases any one who is familiar with the performance of employees can do appraisal. So, the immediate supervisor is the right person to appraise the performance of his/her subordinates.

Moreover, Mondy (1990:390) and some personnel administration literatures also explain the reasons for choosing this appraiser as follows: the immediate supervisor has access to observe the employees job performance and has responsibility for training and development of subordinates.

However, if the immediate supervisor is new to the position or when the system employed new performance appraisal method (like ROPA), he/she may have insufficient knowledge of employee's performance and may lack techniques of designing and implementing the new scheme. So, he/she is likely to commit certain mistakes. The difficulties that may be encountered in setting clear, achievable and challenging work objectives and standards of measurements could be overcome through intensive and continuous training to both supervisors and subordinates on techniques of ROPA (FCSA, 1999:6). Furthermore, FCSA (1999:1) suggests that developing management skills and capacities of the civil service practices will be required for realizing the criticality of the new system.

In addition, Betts (1977:70) and Terry (2002:387) recommend appraiser's especial training, first hand information and knowledge of performance appraisal. Moreover, sharing this view, Mondy (1990:410) suggests the need for training managers on the appraisal system as follows: "In order to ensure consistency, appraisers must be well trained. The training is on going process as well as it responds to changes in the appraisal system. Moreover, it should cover how to rate employees and conduct appraisal interview". Besides, researches reveal that selecting immediate supervisor for appraising is the most common and effective method. The above concepts indicate that the appraisers should be qualified and capable with the whole techniques of appraisal. Furthermore,

in addition to supervisory rating of subordinates, fair and impartial appraisal should be conducted on the basis of objective standards.

### **2.3.2. Developing Result- Oriented Performance Appraisal Plan**

Result oriented performance appraisal is participatory management system that encourages the involvement of employees right from goal setting to implementation and appraisal interview. The participation of the employees during planning enables them to know what is expected of them. The plan includes the whole process from assessing organizational situations to its approval. Furthermore, it indicates what employees should do. According to FCSA (1997: 45-117) and OCSC (1997: 23) the development of appraisal plan involves eight stages. These are:

#### **Stage one: General organizational conditions**

Employee's performance plan is based on overall organizational vision and mission, so, it should not totally rely on the job description. Concerning this, FCSA (1997:50) suggests the assessment of organizational strategic plan, identification of strategic goals and objectives, as well as understanding the detailed operational goals.

#### **Stage two: Decision on the results of each section**

Methods used to decide what to measure in each section are: goal cascading, customer focused and work flow charting.

#### **Stage three: Role Results Matrix (RRM)**

This stage is used to identify what result is expected from employees for the success of the organization.

#### **Stage four: Determination and prioritization of intended results**

This stage includes the identification of key result areas (KRAs), which contribute to the achievement of organizational vision and mission. From KRAs, performance tasks should be identified. Then, the tasks are categorized into key, major, minor and additional tasks.

## **I. Criteria for Preparing Tasks**

The classification of the tasks is not a random event, but it is based on certain criteria. According to FCSA (1997: 74-75) and OCSC (1997:53) the criteria are:

- a) Identification of key, major and minor tasks during organizational annual result oriented plan. But, according to FCSA (1996:29-30) organizational assessment (SWOT or PEST analysis) is required at this step,
- b) On the basis of organizational annual plan problems (critical issues), supporting and obstacles in solving the problems are identified,
- c) Categorizing the problems,
- d) Then, identify key, major and minor tasks to solve respective problems. The tasks are prepared for departments, divisions, sections and employees,
- e) Finally, detailed performance results are prepared.

## **II. Assigning Weight to the Task**

After establishing performance measures, all the key, major and minor tasks will have the weight of 25. The key task will be assigned 50% and above, because it plays major role in solving key problems and hence has greater contribution for the achievement of organizational goals. The rest 50% and below will be assigned to major and minor tasks according to their importance.

### **Stage five: Establishing performance measures**

One major aspect of ROPA is that employee's performance is assessed on an objective measures. As mentioned earlier at employee level, performance measures are prepared through discussion and consent between appraisers and appraisees. According to FCSA (1996:5), performance measures give life to the vision, mission and strategy of an organization. It also put emphasis on the establishment of integrated performance measurement system that goes as follows:

*Performance measurement is the heart and soul of the performance-based management process that flows from the organizational mission and strategic planning process. It provides the data that will be collected, analyzed, reported, and ultimately used to make sound business decisions. It also justifies the progress towards established objectives, identifying areas of both strength and weakness and providing ongoing assessment of the current organizational climate.*

PBMSIG (2001:37-38) supports the compatibility of measures and forwards that the performance measures for different levels of an organization should be generally consistent with each other. Furthermore, according to FCSA (1997:79) results are measured at output, outcomes and impact categories. Results at output category could be assessed by objective measures such as quantity, quality, cost and time.

### **Classification of Measures**

There are various types of measures selected on the basis of certain criteria. Some authors classify measures into four, but, others, put in to five or six categories. For example, FCSA (1997:83-85, 1996:9-10) put the performance measures under four groups, namely, quantity, quality, cost and time. On the other hand, FCSA (1996:25) classifies the performance measures into effectiveness, efficiency, quality, timeliness, productivity and safety categories. Kane (1996 cited in Armstrong and Baron, 2002:273) categorizes performance measures into quantity, quality and cost effectiveness. But, Armstrong and Baron (2002:282) maintain that performance measures can be grouped into quantity, quality productivity, timeliness and cost effectiveness.

In Ethiopia, the most common measures employed are: quantity, quality, cost and time. Depending on the nature of the task, the appraiser can use two or all the four measures at the same time. Here the most important issue is that measures should be relevant, significant and comprehensive to accommodate all important issues.

### **Stage six: features of performance measures**

It is difficult, if not impossible, to implement ROPA plan without appropriate performance measures. In order to assess the performance objectively, the measures should be SMART, i.e., specific, measurable, achievable, relevant and time bounded.

### **Stage seven: Designing performance monitoring and feedback system**

Monitoring and feedback system should be established along with the development of ROPA plan. This system has two purposes. First, it helps the manager to take corrective measures at early stage whenever there is deviation from the standard. Secondly, it helps the manager to have recorded data for appraisal. Similarly, Armstrong and Baron (2002:88) suggest that there should

be adequate provision of follow up and feedback that gives opportunities to the employees to discuss with their managers. Furthermore, Mathis (1997:340) perceives monitoring as the means to assist the subordinates by making sure that they understand how to do their jobs and how to improve their performances. This shows that in order to exercise monitoring and feedback during the implementation of the plan, it should be included in the plan development stage. Arguably, successful implementation of monitoring and feedback systems benefits both managers and subordinates.

### **Stage eight: Approving the plan**

The final stage in ROPA plan is the process of approval of the plan. Before approving the plan, the organization should check whether the major concepts and elements are incorporated into the plan. In this regard, FCSA (1997: 116-117) suggests that the whole community of the organization should participate in the discussion process and then after considering comments of the participants and incorporating information from the checklist, the plans will be approved at different levels of the organization.

### **2.3.3. Implementing the Plan**

The natural step followed plan approval is putting the plan into practice. The plan is not established for the sake of planning. But, in order to achieve intended goals, it should be implemented properly.

#### ***2.3.3.1. Monitoring and Organizing Data***

The major objective of monitoring is to identify obstacles to implementation of the plan or achievements of the goal and to take remedial action. According to the guidelines of FCSA (1997:118), the immediate supervisor should monitor the performance of the employees at least once every two weeks and give necessary support to the subordinates.

#### **i) Methods of Monitoring**

Managers may face difficulty in monitoring performance of their subordinates daily or weekly. This is because of wide span of control, physical separation of supervisors and subordinates.

Also, managers have other tasks to accomplish (, i.e., they have additional demand on their time). Therefore, they have to device some monitoring mechanisms. FCSA (1997:119) presents some common methods of monitoring as follows: Observation, taking sample of the work, analyzing performance report, comments during general discussion and comments from customers as well as performance monitoring. In monitoring system, the supervisors should also monitor poor performance closely and give due support up on identifying problems and their root causes. The support may include experience sharing or on-job training.

**ii) Organization of the Data**

One of the merits of ROPA system is that its appraisal is based on valid and concrete data. The data required for appraisal are collected by different means. As to PBMSIG (2001:15) Organizational records, site inspection, interview and etc are data collection methods. Organizing an appropriate data collected by different monitoring methods help the decision makers to decide on the basis of reliable information.

**2.3.3.2. Appraising the Performance**

As mentioned earlier, regular assessment of the performance of employees helps to know the level of achievement of the intended goals. Furthermore, performance evaluation shows the strengths and weaknesses in accomplishment.

**a) Appraisal Process**

There are certain procedures to follow in the appraisal process. Accordingly, FCSA (1996:29-30, 1995:11-12, 1994:108-109) identify the ranks used to evaluate the results, namely, poor, satisfactory, high and very high. The points each rank has been assigned are: 1, 2,3 and 4 respectively. The ranks depend on the point one scores from 100. For example, the alignments of ranks with range of points are presented below.

<u>Range of points out of 100</u>	<u>Ranks</u>
95-100	V. high
75-94	High
50-74	Satisfactory
25-49	Poor

*Source (FCSA and OCSC)*

### ***b) Appraisal Interview and Feedback***

Once appraisal has been conducted, the results should be communicated to the subordinates and thorough discussion should be held. It must also be a face- to-face discussion on performance achievement, problems encountered and measures to be taken. "The appraisal interview and feedback can clear up misunderstandings on both sides and focusing on developmental and it gives them an opportunity to consider the employee's performance and its potential for improvement" (Mathis, 1997:361). And it is important that the person being rated has the right to know about his/her appraisal (Terry, 2002:393). Likewise, Cole (2001:2) states that appraisal interview is "face to face meeting between the job holder and his manager at which the information on the appraisal form is discussed and after which certain key decisions are made concerning salary promotion and training, for example". Furthermore, FCSA (2001:4) recommends that, the performance interview shall be conducted in a friendly, positive and developmental manner. Moreover, Foot and Hook (1999:246) forward some important issues which the immediate supervisors should consider seriously during appraisal interview. These are: preparation, privacy and confidentiality, good questioning techniques, avoidance of bias, good records and interview style.

Since feedback system is a basic component of effective performance management program, the appraisal scheme shall be totally transparent and hence, constructive and timely feedback should be given to the employees. Furthermore, specificity and timeliness of feedback is useful in improving the performance of an organization

### ***c) Final Report of Performance Appraisal Results (scores)***

In Oromia Regional State, appraisal is conducted twice a year following fiscal/budget/ year, i.e., July 1<sup>st</sup> \_\_\_ December 30, \_\_\_ appraised January 1<sup>st</sup> \_\_\_ 15 and January 1<sup>st</sup> \_\_\_ June 30, appraised July 1<sup>st</sup> \_\_\_ 15. Then, the appraisal result is reported one step up wards and approved.

Nearly 80% of the employee's results (scores) fall under satisfactory category, but, the rest 20% (i.e., 10% poor and 10% high and v. high). It seems that there is a normal distribution curve (or highly skewed). But, this method is called forced distribution and is criticized by some scholars. For example, Mathis (1997:355) puts some pit falls of skewed appraisal as follows:

*First, a supervisor may resist placing any individual in the lowest or the highest group. Secondly, difficulties during appraisal interview, supervisor requires justification for lower or higher points: Thirdly, with small group, there may no reasons to assume that bell-shaped distribution of performance really exist. Finally, the manager may feel forced to make distinctions among employees that may not exist.*

#### ***d) Consequence of the Results***

An appraisal result is followed by either reward or punishment. FCSA (1997:142-143) pointed out that if the appraisal result is above the average, the performer gets motivational benefits. While the consequence of three consecutive poor result is dismissal. But if poor performance/result/ is due to lack of capacity, training should be given to the performer, or assigning to a lower rank is also an option before dismissal.

#### ***e) Appealing***

If there is no consensus between the rater and the ratee or if there is dissatisfaction in the point/result/ of appraisal, the employees can appeal to appealing committee in the organization. Then, the committee examines the appeal and reports it's finding with recommendation to the head of the organization for final decision. According to Federal Civil Servants' proclamation No.5/2007/ article 72, any government institution shall establish a grievance handling committee that conducts grievance inquiry and submits recommendation to the head of the organization.

#### ***f) Disclosing the Results***

Transparency is one features of ROPA system. Therefore, the results of appraisal should be publicized. On top of this, FCSA (1995: 14, 1994:109) suggest that the results must be posted on the organizational notice board. Accordingly, those who score better results can receive fringe benefits.

### ***2.4. Benefits of ROPA System to Employees***

Even though, the management of ROPA (performance based management) primarily aims at developmental aspects, employees expect certain benefits after evaluation of their performance. Broadly speaking, benefits are of two types, namely, financial and non-financial (or extrinsic and

intrinsic). Benefits also can include promotion, pay increase, rewards, training opportunities, recognition of performance and the like. According to OCSC (2005:53) employees agree to perform certain jobs in return for some kind of rewards/ benefits/. Similarly, expectancy theory suggests "to exert efforts, a person must believe that his/her effort will increase the probability of obtaining the benefit" (Open University, 1999:31). This implies that there is a relationship between the energy employees exerted and the benefits they expect in return. Furthermore, theory of motivation states that people are motivated by various needs and they will be motivated if the organization provides reward or incentives that enable them to meet these needs (Open University). However, there is an argument that the individual level of commitment to the work of the organization appears to be a much greater motivating factor than pay or status. On the other hand, Mathis (1997:344-345) forwards the importance of giving benefits to subordinates as follows: "the approach to compensation is at the heart of the idea that raises should be given for merits rather than for seniority". Besides, FCSA (1997:142-143) asserts that a performer gets motivational benefits if his/her appraisal score is above the average.

Furthermore, Federal Civil Servants' proclamations No.5/2007/ and 262/2002/ suggest that employees should get salary increments every two years, if their evaluation results are satisfactory and above.

## ***2.5. Criteria and Standards of Result Oriented Performance Appraisal***

Performance standards are expressions of the performance requirements or expectations that must be accomplished by the employees. Standards are basis for evaluating the actual performance of employees. They are critical variables that help to assess the performance objectively. Wossenu (1997:23) underlines that establishing appropriate standards is one of the crucial decisions in developing performance appraisal systems.

### **2.5.1. Appraisal Criteria**

Criteria for appraising performance reflect specific activity in key result areas. According to Melaku (1992:27), performance criteria are statements of standards against which appraisees' competence in accomplishing specified activities are assessed. Besides, their level of validity,

reliability and utility expresses the features of effective appraisal criteria. Mathis (1997:341) describes the performance criteria as the standards commonly used for measuring performances.

Performance criteria can be classified as trait based, behavior- based and results-based criteria. Trait and behavior-based criteria are emphasis on measuring personal traits and job–behavior, respectively, while, result-based criteria focus on what the employee has done or accomplished. Result-based approach is blamed for ignoring job behavior and non-measurable parts of the job that may contribute for the achievement of the results.

The most important concept here is to measure the employee's performance effectively the criteria should be relevant. Relevance of criteria is to assess the performance on the most important part of the job (KRAs). Townley (1990 cited in Armstrong and Baron, 2002:79-80) emphasize that the performance criteria should be job related, preferably, be developed from job analysis, identify behavior rather than personal traits, and precise rather than vague standards. Furthermore, it argued that the performance criteria should be:

- based on job analysis,
- clear, specific and understandable,
- reasonable and attainable,
- measurable, verifiable, and result oriented,
- communicated in timely fashion, and
- foster continual improvement in productivity

Achievement of the objectives, quality of outputs, and efficiency in utilization of resources are some common criteria in ROPA system.

### **2.5.2. Performance Standards**

Usually, performance standards are established before the work is done, so that it is possible to compare the actual performance with pre established standards. Mondy (1990:395) notes that work standard method compares each employee's performance to pre-determined standards or expected level of output. On the other hand, Armstrong and Baron (2002:292) define performance standards as the statement of the conditions that exists when a job is being

performed effectively. However, Mathis (1997:340) associated the standard with critical job-dimensions and defines it as the expected level of performance. Results could be defined in terms of achievement of operational norms in such areas as: administrative procedures, customer satisfaction, and speed of activity or response to request (Armstrong and Baron, 2002:292-294). According to Mathis (1997:342) performance standard should be: realistic, measurable and clearly understood. Standards are often established for the quantity of outputs, quality of outputs, timeliness of results, and effectiveness of resources (Armstrong and Baron, 2002:343).

Generally, there is a consensus among scholars that relevant, realistic, result-based performance standards should be developed from organizational plan in advance and the performance should be assessed on the basis of pre-established standards.

## ***2.6. Problems in Result Oriented Performance Appraisal and Means (Strategies) of Reducing Them***

### **2.6.1. Problems**

There is a great resistance towards the implementation of ROPA plan, because it is new system as well as the scheme has several drawbacks. Regarding demerits of ROPA Foot and Hook (1999:229-231), FCSA (1996:22), FCSA (1994:69-70), FCSA (1999:4-5) and OCSC (2004:44-46) identified the following:

- Managers may lack sufficient knowledge, skills and experiences in setting strategic objectives, which attributes to individual objectives.
- Supervisors and employees may not be able to prepare specific, measurable, achievable, relevant and time framed work objectives,
- Employees may tend to set easily achievable targets for themselves and might be reluctant to agree on challenging objectives,
- Giving due attention to results may lead to undermining behavioral dimensions,
- Focusing on quantifiable measures may lead to ignoring non- quantifiable measures,
- MBO can only succeed if it has complete support of top management. But, top management bodies are usually reluctant to support the process of MBO in which their subordinates would take equal part, and

- Subordinates may resent MBO as unrealistically high goal set.

These problems may prevent the ROPA scheme from being effective as it should be. Therefore, the following means of reducing the drawbacks are identified.

### **2.6.2. Means (Strategies) of Reducing Demerits In ROPA**

There is no absolute appraisal method that is free from subjective judgment of appraisers. Because every method has its own merits and demerits. Thus, some authors recommend the understanding of appraisal's purposes both by appraisers and appraisees than the methods employed. In contrary, some latest surveys reveal that results (MBO) method is the best means of appraising performance of employees.

However, whatever methods are employed, it is difficult to avoid pitfalls totally. Thus, scholars suggest means of minimizing appraisal related problems. For example, Mathis (1997:364-365) forwards some effective issues that contribute to the achievement of ROPA goals. These are: consistency with the strategic mission of the organization and documentation of employee's performance. But, Lazer and Wikstram (1997 cited in Armstrong and Baron, 2002:42) state that the requirement for successful appraisal must be job related, reliable, valid, and standardized in its procedure and suited to the organization's culture. Furthermore, Terry (2002:386) forwards certain useful points in ROPA scheme as follows:

- objective appraisal based on job description,
- establishment of written policies that show the purpose of appraisal and when and how often to evaluate employees,
- substantial information on performance, and
- appraisal discussion with the employees.

Moreover, Mondy, et.al. (1999 cited in Hailesilassie, 1999: 127-128) and Mondy (1990:408-411) suggest some effective means for achieving ROPA goals as following: job related criteria, performance expectations, standardization, qualified appraisers, open communication, employees access to results and due process.

Obviously, there are no problem free methods, so, ROPA is not unique. Thus, for the effectiveness of the scheme, the organization should know the objective reality and formulate strategies, accordingly.

## CHAPTER THREE

### Presentation and Analysis of Data

This chapter deals with presentation, analysis and interpretation of the data collected. Out of 269 questionnaires distributed to the respondents, 231 (85.87%) were filled in and returned. Based on the responses obtained, analysis and discussions are made and presented as follows.

Table 1, below, shows the sample bureaus and number of the respondents.

**Table 1: Sample Bureaus and Respondents**

No	Bureau	Population			Sample		
		Management	Subordinate	Total	Management	Subordinate	Total
1	Agricultural development	46	213	259	15	52	67
2	Civil service commission	20	92	112	8	40	48
3	Education bureau	30	167	197	15	47	62
4	Finance and Economic development	27	104	131	12	42	54
	<b>Total</b>	<b>123</b>	<b>576</b>	<b>699</b>	<b>50</b>	<b>181</b>	<b>231</b>

**Table 2: Respondents by Sex and Age**

No	Variables	Respondents			
		Management (Appraisers)		Subordinates (Apprisees)	
		No	%	No	%
1	Sex				
	Male	44	88	134	74.03
	Female	6	12	47	25.97
	<b>Total</b>	<b>50</b>	<b>100</b>	<b>181</b>	<b>100</b>
2	Age				
	18-25	1	2	23	12.71
	26-33	3	6	65	35.91
	34-41	21	42	29	16.02
	42-49	19	38		28.18
	≥50	6	12	13	7.18
	<b>Total</b>	<b>50</b>	<b>100</b>	<b>181</b>	<b>100</b>

Table 2, above, presents the sex and age of respondents. Concerning sex, as can be seen from the Table, 178 (77.06%) were male and 53(22.94%) were female. Out of the total management respondents (50) only 6(12%) were females. With regard to age profile, most of the management (appraisers) were in the range of 26-49 years old, which comprised of 86% of the total

management respondents. Whereas, most of the subordinates (appraisees) 145 (80.11%) were in the age range of 26-49 years. The remaining was above 50 and below 25 years old.

**Table 3: Respondents by Educational Levels and Services**

No	Variables	Management (Appraisers) n= 50		Subordinates (Appraisees) n= 181	
		Freq.	%	Freq.	%
1	<b>Educational levels</b>				
	Certificate and below	1	2	32	17.68
	Diploma	19	38	70	38.67
	BA/BSc	22	44	61	33.70
	MA/MSc and above	8	16	18	9.95
2	<b>Services (in years)</b>				
	≤ 5	2	4	35	19.34
	6-10	2	4	36	19.87
	11-15	9	18	35	19.34
	16-20	16	32	30	16.57
	≥ 21	21	42	45	24.86

*Source (Data from sample Bureaus)*

As shown in Table 3, most of the appraisers 22(44%) were BA/BSc holders. Similarly, 8(16%) and 19(38%) of them have MA/MSc and diploma, respectively. Thus, 98% of the management bodies are diploma holders and above.

Out of the total subordinates 70(38.67%) were diploma graduates. Whereas, 33.70% and 9.95% were BA/BSc and MA/MSc holders, respectively. The rest, i.e., 17.68% were at the level of certificate and below. This implies that most of the management (appraisers) 60% and some subordinates (43.64%) have BA/BSc and MA/MSc.

As regards work experiences, most of the management (42%) had served 21 years and above, while 32% were in the range of 16-20 years. The remaining 26% served 15 years and below. In the case of subordinates, while 24.86% had service of 21 years and above, 16.57% have served 16-20% years. Moreover, 19.34%, 19.89%, and 19.34% have served 11-15, 6-10 and 5 years and below, respectively.

**Table 4: Performance Objectives**

No	Items	Respondents																				d f	$\chi^2$ Value
		Management										Subordinates											
		5		4		3		2		1		5		4		3		2		1			
freq.	%	freq.	%	freq.	%	freq.	%	freq.	%	freq.	%	freq.	%	freq.	%	freq.	%	freq.	%	freq.	%		
1	Related to organizational strategic objectives	10	20	10	20	5	10	22	44	3	6	29	16.02	14	7.73	1	0.55	60	33.15	77	42.54	4	35.91
2	Have no any relation with organizational objectives	3	6.25	1	2.08	7	14.58	4	8.33	33	68.75	23	12.71	23	12.71	14	7.73	73	40.33	48	26.52	4	38.09
3	Derived from annual plan	23	46	17	34	3	6	4	8	3	6	36	19.89	20	11.05	62	34.25	50	27.63	13	7.18	4	40.99
4	Imposed by organizational top-management	8	16	8	16	14	28	7	14	13	26	26	14.69	33	18.64	34	19.21	54	30.	30	16.95	4	7.561
5	subordinates set their objectives within the frame work provided by supervisors	18	36	20	40	7	14	3	6	2	4	40	24.84	56	34.79	30	18.63	21	13.04	14	8.7	4	32.38
6	Supervisors and subordinates agree on objectives	25	53.19	14	29.79	5	10.64	2	4.26	1	2.13	69	39.2	58	32.95	29	16.95	12	6.82	8	4.55	4	3.604

$\alpha=0.05$

Numbers 1-5 are Scales of agreement/disagreement, where 5 represents strongly agree and 1 represents strongly disagree.

As can be seen from Table 4, above, item 1, 40% of the management (20% strongly agree and 20% agree) and 23.75% of the subordinates (16.02% strongly agree and 7.73% agree) responded that performance/ individual/objectives were related to organizational strategic objectives. However, 50% and 75.69% of the management and subordinates respectively replied negatively to the issue under consideration. But, 10% of the management and 0.55% of the subordinates reported that they were at the middle position. The result implies that performance objectives were loosely related to organizational strategic objectives. This is in contrast to Armstrong's and Baron's (2002:287) argument that individual objectives are specific targets related to organizational strategic objectives.

Furthermore, in order to test the significance of the difference, chi-square test was made. Accordingly, at  $df=4$  and  $\alpha=0.05$  level of significance, the calculated  $\chi^2$  value = (35.910) is greater than the table value of  $\chi^2$  (9.49). This implies that there is statistically significant difference between the opinions of the two categories of respondents on the relationship between performance objectives and organizational strategic objectives. The weak relationship between the two objectives limit the contributions of individual's performance to overall organizational strategic goals and hence affects the achievement of intended goals.

Concerning item 2 of the table, 77.08% of the management (68.75% strongly disagree and 8.33% disagree) and 66.85% of the subordinates (26.52% strongly disagree and 40.33% disagree) reported negatively to the issue raised, i.e., performance objectives have no any relation with organizational objectives. On the other hand, 8.3% of the management as well as significant portion of the subordinates (25.4%) responded that they were in agreement with the issue. On the other hand, 14.58% of the management and 7.73% of the subordinates were found to be at the middle position. The result of Chi-square test reveals that at  $df= 4$  and  $\alpha =0.05$  level of significance the calculated  $\chi^2$  (38.096) is by far greater than  $\chi^2_{table}$  value (9.49). This implies that there is statistically significant difference between the opinions of the two study groups. The result implies that there is relationship between performance objectives and organizational objectives.

Moreover, according to FCSA (1997:50), employees' performance is based on overall vision and mission of the organization.

Table 4 also illustrates that 80% and 30.94% of the management and subordinates, respectively have confirmed that subordinates' performance objectives derived from organizational annual plan. On the contrary, 14% of the management and 34.81% of the subordinates replied negatively to the issue under consideration. Moreover, 6% and 34.25% of the management and subordinates respectively have chosen the middle position. Similarly, the chi-square-employed showed that there was statistically significant difference between the opinions of the two categories of respondents. Because, at  $df=4$  and  $\alpha =0.05$  level of significance,  $\chi^2_{obt} = (40.99)$  is greater than  $\chi^2_{crit} (9.49)$ . The result of chi-square computation implies that most of the management bodies realized that there is the relationship between the performance objectives and annual plan. But most subordinates and some in the management did not support that performance objectives were in line with the organizational annual (operational) plan.

With regard to item 4 of the Table, 32% of the management and 33.33% of the subordinates maintained that top management imposed the performance objectives. However, significant portion of the respondents (40% of the management and 47.46% of the subordinates) replied negatively. But, 28% and 19.21% of the management and the subordinate respectively were found to be at the intermediate position.

The Chi-square test showed that, at  $df=4$  and  $\alpha =0.05$  level of significance the calculated Chi-square value (7.561) is less than (9.49). It implies that, there is no statistically significant difference between the opinions of the two categories of the respondents. Thus, the two group of respondents agree on the issue that performance objectives are not given from the top. The finding indicates that performance objectives are not imposed from the top. Likewise, the interview held with top-management and civil service reform program (CSRP) experts showed that under MBO, performance objectives were not imposed by top-management of the organization. The result seems to concur with the guidelines of both FCSA and OCSC.

In item 5 of the Table, respondents were asked to rate whether a subordinates set their objectives within the framework provided by supervisors. In this regard, 76% of the management and 59.63% of the subordinates supported the issue under consideration. A small portion of the respondents, i.e., 14% and 18.63% of the management and the subordinates respectively took intermediate position, i.e., unable to decide whether subordinates had that mandate. The remaining portion (10% of the management and 21% of the subordinates) replied negatively. However, the interview held with top management and CSR experts, revealed that in most cases immediate supervisors and subordinates set performance objectives jointly. This agrees with the guidelines of ROPA.

The result of Chi-square test showed that at  $df=4$  and  $\alpha=0.05$  level of significance the  $\chi^2_{obt}=32.383$  is greater than  $\chi^2_{crit}=9.49$ . This implies that statistically there was significant difference between the opinions of the two study groups. The result showed that most appraisees set their own performance objectives in a given boundary. Moreover, some authors support-setting objectives collaboratively. For example, Hampton (1983:177) suggests that subordinates set objectives within framework provided by immediate boss. The finding indicates that the immediate supervisors and subordinates agree on the framework, and then subordinates set their own objectives.

The analysis of item 6 in Table 4, indicated that 82.98% of the management and 72.15% of the subordinates confirmed that the immediate supervisors and subordinates agree on performance objectives. On the other hand, the rating of 6.39% of the management and 11.37% of the subordinates inclined towards negative side of the scale. Furthermore, 10.64% and 16.95% of the management and subordinates respectively reported that they were neutral to the issue under consideration. In addition, the result of the Chi-square test showed that, at  $df=4$  and  $\alpha =0.05$  level of significance the calculated Chi-square value (3.604) is less than the table  $\chi^2= (9.49)$ . The implication is that there is no statistically significant difference between the opinions of the two groups of respondents with regard to an agreement on performance objectives.

Furthermore, the interview results were in agreement with the respondents' views. However, negative response indicates that there might be a time when supervisors and subordinates faced

difficulties to agree on performance objectives. As stated previously under problems related to ROPA, one of the drawbacks of ROPA is that employees may tend to set easily achievable targets for themselves and might be reluctant to agree on challenging objectives.

**Table 5: Advantages of Deriving Performance Objectives from that of Organizational Annual Plan**

No	Item	Respondents						D= r <sub>1</sub> -r <sub>2</sub>	D <sup>2</sup>
		Management (Appraisers)			Subordinates (Appraisees)				
		f <sub>1</sub>	%	r <sub>1</sub>	f <sub>2</sub>	%	r <sub>2</sub>		
1	Enables to set challenging objectives	49	98	2	143	79	3	-1	1
2	Performance of individual contributes to over all organizational goals	50	100	1	155	85.63	1	0	0
3	Encourages two-way communication	48	96	3	150	82.87	2	1	1
4	Creates conducive atmosphere	47	94	4	140	73.35	5	-1	1
5	Ensures integration among individual, departmental and organizational strategic objectives	45	90	5	121	66.85	6	-1	1
6	Stimulates high standards of performance	43	86	6	142	77.9	4	2	4
									Σ D <sup>2</sup> =8

$$\begin{aligned}
 r_s &= 1 - \frac{6 \sum D^2}{N(N^2-1)} \quad \text{at } df= 4 \text{ and } \alpha = 0.05 \text{ (two tailed)} \\
 &= 1 - \frac{6 \times 8}{6(36-1)} \quad r_{s \text{ crit}} = 0.881 \\
 &= 1 - \frac{48}{210} \quad r_{s \text{ crit}} > r_{s \text{ obt}} \\
 r_s &= \underline{0.77}
 \end{aligned}$$

Where D-difference between the two ratings

r<sub>1</sub>- rank of the management score

r<sub>2</sub>- rank of the subordinate score

N- number of pair of ranks- and Spearman's' rank order correlation coefficient

As can be seen from Table 5, above, some factors/variables/ were listed and forwarded to respondents to rate their views on advantages of deriving work objectives from annual organizational plan (overall organizational objectives). Accordingly, both categories of respondents rated item No.2, first (100% of the management and 85.63% of the subordinates). Similarly, the management respondents rated item No. 1 (98%) and No.3 (96%), second and third respectively. Moreover, the management bodies have rated items No (4), (5) and (6), fourth, fifth and sixth respectively. However, subordinates rated items (3), (1), (6), (4) and (5), second, third, fourth, fifth and sixth respectively.

In addition to percentage computation, Spearman's rank order coefficient of correlation was computed. The calculated  $r_s$  is=0.77. Since  $r_{s \text{ crit}} > r_{s \text{ obt}}$ , it could be said that, there is no statistically significant different between ranks of the two groups. Besides,  $r_s$  is positive meant, there is an agreement between the opinions of the two groups of respondents in ranking. The association of their views is moderate. On the contrary, authors such as Armstrong and Baron (2002:204), Ramasamy (2001:101), Hampton (1983:169) and FCSA (19997:3), argue that as individual's objective is derived from organizational strategic plan, it creates compatibility of objectives. Hence, performance of individual employee contributes to the achievement of overall organizational goals. They also hold that ROPA encourages two-way communication and, thus, creates good relationship between immediate boss and subordinates.

**Table 6: Components of Performance Plan**

No	Items	Respondents																				df	$\chi^2$ value
		Management										Subordinates											
		5		4		3		2		1		5		4		3		2		1			
		freq.	%	freq.	%	freq.	%	freq.	%	freq.	%	freq.	%	freq.	%	freq.	%	freq.	%	freq.	%		
1	Participation of employees in plan	14	28	10	20	10	20	9	18	7	14	40	22.1	40	22.1	38	20.99	38	20.99	25	13.81	4	0.853
2	Identification of KRAs	16	32	13	26	10	20	7	14	4	8	41	22.65	38	20.99	36	19.89	34	18.78	32	17.68	4	4.679
3	Categorizing tasks in to key, major and minor	21	42	14	28	9	18	2	4	4	8	49	27.07	47	25.97	35	19.34	31	17.13	19	10.5	4	4.716
4	Setting objective measures	4	8	2	4	28	56	15	30	1	2	15	8.29	25	13.85	29	16.02	45	24.86	67	37.02	4	34.099

$\alpha=0.05$

Numbers 1-5 are Scales of agreement/disagreement. Where 5 represents strongly agree and 1 represents strongly disagree.

In Table 6, item 1, the rating of 48% of the management and 44.2% of the subordinates appeared towards the agreement scale. Furthermore, 20% and 20.99% of the people in management position and subordinates respectively took the middle position. The views of the rest respondents (32% of the management and 34.80% of the subordinates) inclined towards the disagreement scale.

The result of the Chi-square test showed that at  $df=4$  and  $\alpha=0.05$  level of significance  $\chi^2_{\text{obt value}}$  (0.853) is less than  $\chi^2_{\text{crit.}}$  (9.49). This implies that there is no statistically significant difference between opinions of the two groups of respondents with regard to the participation of employees in formulating performance (individual) plan. On the other hand, in responding to open-ended questions, some respondents stressed that few appraisers simply invite subordinates after developing the plan alone. This contradicts Armstrong's and Baron's (2002:204) argument that establishing plan jointly and the participation of the employees in goal setting, enhances their involvement and commitment in implementing the plan. Because they know what expected of them and recognition motivates them towards the stated goals.

As illustrated in the Table, the rating of the majority of the management and the subordinates to identification of KRAs and categorizing tasks into key, major and minor tasks geared towards the agreement scales. The finding implies that during ROPA plan most managers have exercised participatory planning, but few of them did not allow participation of subordinates in planning. Furthermore, at  $df=4$  and  $\alpha=0.05$  level of significance, the calculated chi-square values (4.679 and 4.716) to items (2) and (3) respectively, indicate that there are no statistically significant difference between the opinions of the study groups. The chi-square computation results showed that during ROPA plan KRAs are identified and tasks separated into key, major and minor. Finally, concerning setting objective measures, the rating of most respondents (32% of the management and 61.88% of the subordinates) geared towards the disagreement scales. Moreover, as calculated  $\chi^2$  value (34.099) is greater than  $\chi^2_{\text{crit.}}$  (9.49), at given degree of freedom and level of significance there is statistically significant difference between the opinions of the two categories of respondents on issue under consideration. The computation result indicates that the management bodies favor the existence of objective measures than the subordinates.

The finding shows that most appraisers were unable to set objective measures during ROPA plan. However, for the evaluation of employees' performance to be fair, setting objective measure is a very crucial issue. This is not consistent with the guidelines of both FCSC and OCSC.

**Table 7: Parties engaged in conducting appraisal of the subordinates**

No	Items	Respondents																				d f	$\chi^2$ value
		Management										Subordinates											
		5		4		3		2		1		5		4		3		2		1			
		freq.	%	freq.	%	freq.	%	freq.	%	freq.	%	freq.	%	freq.	%	freq.	%	freq.	%	freq.	%		
1	Head of the bureau	4	8	6	12	11	22	14	28	15	30	29	18.86	14	8.14	37	21.	43	25	49	28.47	4	2.90
2	Boss of immediate supervisor	8	16	10	20	8	16	15	30	4	8	31	17.32	30	16.76	33	18.44	44	24.58	41	22.91	4	5.174
3	Personnel department	7	14	9	18	10	20	15	30	9	18	24	13.72	31	17.71	38	21.71	45	25.71	37	21.14	4	0.5
4	Immediate supervisor	30	60	12	24	6	12	1	2	1	2	79	43.65	49	27.07	23	12.71	18	9.944	12	6.63	4	6.868
5	Peers appraisal	3	6	9	18	12	24	16	32	10	20	24	14.04	27	15.79	30	17.54	39	22.81		29.82	4	5.98
6	Employee self appraisal	8	16	10	20	6	12	14	28	12	24	25	13.81	28	15.47	54	29.84	36	19.89	38	2.99	4	6.77
7	The combination of all (360°) feedback	5	10	9	18	13	26	13	26	10	20	27	14.99	30	16.7	40	22.09	47	25.96	37	82.4	4	0.99

$\alpha=0.05$

Numbers 1-5 are Scales of agreement/disagreement. Where 5 represents strongly agree and 1 represents strongly disagree.

Table 7, item 1, presents that 58% of the management and 53.47% of the subordinates reported negatively to the participation of heads of the bureaus in evaluating performance of the subordinates. While, 22% of the management and 21.% of the employees took the middle position, 20% and 27% of the management and the subordinates, respectively disclosed the involvement of heads of the bureaus in subordinates' appraisal. Furthermore, the Chi-square test revealed that at  $df=4$  and  $\alpha= 0.05$  level of significance  $\chi^2_{obt}=(2.900)$  is less than the  $\chi^2_{crit}(9.49)$ . It implies that statistically there was no significant difference between the opinions of the two categories of respondents. The result shows that the heads of the bureaus were not involved in evaluating subordinates. The finding is in line with the guideline of FCSA.

Concerning the involvement of the boss of immediate supervisor in the evaluation of the subordinates, the data in the Table indicated that, 36% of the management and 34.08% of the subordinates agreed on the issue under consideration. Moreover, 16% and 18.44% of the management bodies and subordinates respectively responded that they were at a neutral position. On the other hand, the remaining portion of the respondents (38% of the management and 47.49% of the subordinates) replied negatively. The result of the Chi-square test indicated that at  $df=4$  and  $\alpha =0.05$  level of significance  $\chi^2_{obt}(5.174)$  is less than  $\chi^2_{crit}(9.49)$ . This implies that there is no statistically significant difference between the opinions of the two groups of respondents. It indicates that the boss of immediate supervisor was not directly involved in subordinates' appraisal, but, could approve or disapprove the appraisal scores.

With regard to personnel departments' involvement in appraising subordinates, 48% of the management and 46.85% of the subordinate disagreed to the issue raised. On the contrary, 32% and 31.43% of the management and subordinates respectively agreed to the issue. But, 20% and 21.71% of the management and subordinate respectively held a middle position. The result of the Chi-square analyze showed that at  $df=4$  and  $\alpha =0.05$  level of significance the  $\chi^2_{obt}=0.5$  is less than  $\chi^2_{crit}(9.49)$ . This indicates that there is no statistically significant difference between the opinions of the two categories of the respondents.

The role of the department was to distribute necessary formats to the management and to organize scores (results) of individual employee at bureau level. It is in agreement with the

guideline. But, positive responses indicate the presence of either unnecessary intervention of personnel department or lack of awareness of the respondents.

Respondents were also asked whether immediate supervisor was engaged in conducting ROPA of the subordinates. As presented in the above Table, 84% and 70.72% of the management and subordinates respectively have agreed on the issue. On the other hand, only 5% of the management and 16.57% of the subordinates denied the involvement of the immediate boss in appraising his/her subordinates. Finally, 12% and 12.71% of the management and subordinates respectively took the neutral position. Furthermore, additional statistical tool i.e. chi-square was employed. Thus, at  $df=4$  and  $\alpha =0.05$  level of significance, the  $\chi^2_{obt} = (6.868)$  is less than  $\chi^2_{crit}$ . This indicates that there is no statistically significant difference between the views of the two study groups with regard to the involvement of the immediate supervisors in conducting ROPA. The implication is that there was direct involvement of immediate boss in appraising performance of his/her subordinates. This finding is in line with Mondy's (1990:390) argument that the immediate supervisor has access to observe the employees' job performance and has the responsibility for training and development of the subordinates. Furthermore, interview with top management and CSRP experts showed that it is the immediate boss who directly appraises performance of the subordinates.

In items (5), (6) and (7) in the Table, the majority of both management (52%, 52% and 46%) as well as the subordinates (52.63%, 40.88% and 44%) respectively, reported negatively. Moreover, the calculated Chi-square values at  $df=4$  and  $\alpha =0.05$  level of significance for all items (issues) are less than  $\chi^2_{crit}$  (9.49). The indication is that there is no statistically significant difference between opinions of the two categories of respondents. However, few respondents thought that peer appraisal, employee self- appraisal and 360<sup>0</sup> feedback were employed. On the other hand, interviews made with top-management and CSRP experts of sample bureaus revealed that these variables were not practical.

**Table 8: Capacity of the Appraisers**

No	Item	Responses			
		Management (Appraisers)		Subordinates (Appraisees)	
		freq.	%	freq.	%
	Do appraisers have sufficient knowledge and experience?				
1	Yes	20	40	61	33.70
2	No	22	44	64	35.36
3	I am not sure	8	16	56	30.94
	Total	50	100	181	100

As can be seen from Table 8, above, 40% and 33.70% of the management and the subordinates respectively indicated that appraisers have sufficient knowledge and or experience to design ROPA scheme. Moreover, 16% of the management and 30.94% of the subordinates reported that they were not sure. On the other hand, 44% of the management and 35.36% of the subordinates disagreed to the issue under consideration. Although some of the management respondents replied positively, greater portion of the management and most of the subordinates thought that there was a lack of knowledge and experience. It implies that there is skill gap to be filled. In this regard, Betts (1977:70) and Terry (2002:387) suggest appraisers especial training, first hand information and knowledge of performance appraisal. Moreover, most subordinates response to open-ended question indicated that inadequacy of training for appraisers and negligence of top management to arrange relevant training and experience sharing for supervisors were reasons for the presence of insufficient knowledge and inadequacy of experience to implement ROPA scheme. As mentioned earlier, inability to establish objective measurers might be the effect of lack of necessary skill and knowledge in ROPA techniques.

**Table 9: Opinion on Monitoring System and Appraisal Scores (Results)**

No	Items	Responses						D= r <sub>1</sub> - r <sub>2</sub>	D <sup>2</sup>
		Management (Appraisers)			Subordinates (Appraisees)				
		f <sub>1</sub>	%	r <sub>1</sub>	f <sub>2</sub>	%	r <sub>2</sub>		
I	What is the status of the monitoring system?								
1	The system was not established	37	74	1	106	58.56	1	0	0
2	The system was established	13	26	5	100	55.25	2	3	9
3	The system was none functional/not implemented	17	34	4	94	.93	3	1	1
4	Supervisors rarely monitor the performance	25	50	2	80	44.20	4	-2	4
5	The monitoring system was implemented regularly	19	38	3	75	41.44	5	-2	4
									ΣD <sup>2</sup> =18
II	Frequency of monitoring performance								
1	Daily	14	14.43	4	18	7.36	7	-3	9
2	Weekly	11	11.34	6	31	13.02	6	0	0
3	Every two weeks	15	15.47	3	34	14.18	5	-2	4
4	Monthly	19	19.59	1	38	15.76	3	-2	4
5	Quarterly	16	16.49	2	40	16.60	2	0	0
6	Every six month	13	13.40	5	43	18.06	1	4	16
7	Annually	9	9.28	7	36	15.02	4	3	9
									ΣD <sup>2</sup> =42
III	How do you rate appraisal scores (results)?								
1	Very good	1	2	4	38	20.99	3	1	1
2	Good	20	40	1	53	29.28	2	-1	1
3	Fair	17	34	2	54	29.83	1	1	1
4	Poor	11	22	3	34	18.78	4	-1	1
5	Very poor	1	2	4	2	1.11	5	-1	1
									ΣD <sup>2</sup> =5

In Table 9,item I, respondents were asked the status of the monitoring system of their organization. Accordingly, 74% and 58.26% of the management and subordinates respectively reflected that the monitoring system was not established. But, in the opinion of 26% of the management and 55.25% of the subordinates the monitoring system was established. On the other hand, a good portion of respondents (34% of the management and .93% of the subordinates) replied that the system was none functional (not implemented).

Moreover, 50% of the management and 44.20% of the subordinates thought that performance of employees' was monitored rarely. However, 38% and 41.44% of the management and subordinates respectively reported that the monitoring system was implemented regularly.

Furthermore, in order to check the degree of the association of respondents' views, spearman's rank order correlation coefficient ( $r_s$ ) was calculated.

$$\text{Thus, } r_s = 1 - \frac{6 \sum D^2}{N(N^2-1)} \quad r_{s \text{ obt}} = 0.1 \quad r_{s \text{ crit}} = 0.8783$$

$$r_{s \text{ obt}} < r_{s \text{ crit}}$$

As  $r_s$  is positive, there is agreement between the opinions of the two categories of respondents, but, as  $r_s$  value is very small, the association is weak. The result shows that, the monitoring system was not established. Moreover, the performance of the employees was not monitored regularly. Similarly, the assessment made by OCSC (2006) showed that most bureaus in the region failed to incorporate the monitoring system into their plan. Monitoring aimed at identifying problems encountered while implementing the work plan. Also, it is helpful to take timely remedial action and to give technical support to the employs. In principle, the data from monitoring must be used to base performance appraisal on reliable evidence. Mathis (1997:340) stresses importance of monitoring as the means to assist the subordinates by making sure that they understand how to do their job and how to improve their performance.

Table 9, also presents the frequency of monitoring. The management respondents rated item No. 4 first (19.59%). That is to say, immediate supervisors monitor subordinates' performance monthly. On the other hand, most of the subordinates (18.06%) reported that the performance had been monitored every six months. Furthermore, both groups of respondents have rated items (5) and (2) second and sixth respectively. This shows an agreement of their opinions on these two issues.

The analyzed  $r_s$  value revealed that at  $df = 5$  ( $N-2$ ) and  $\alpha = 0.05$  (two-tailed), as  $r_{s \text{ obt}}$  value (0.25) <  $r_{s \text{ crit}}$  (0.7545), there is no statistically significant different between perception or the two groups of respondents on frequency of monitoring.

However, interview held with top-management and CSR experts showed that there was no regular and continuous monitoring system. The above finding contradicts with the FCSA (1997:118) guidelines, which state that the immediate supervisor should monitor performance of

the subordinates at least once every two weeks and give necessary support to employees. However, document analysis indicated that format developed for this purpose was not employed.

As shown in the Table, respondents were also asked to rate appraisal scores (points) as very good, good, fair, poor and very poor. Accordingly, most of the management (40%) reported that the appraisal scores were good, while 29.83% of the subordinates rated the appraisal scores to be fair. Only 2% of the management maintained that the scores were very good and again 2% of them rated the scores to be very poor. The rest of the management (34% and 22%) rated the scores to be fair and poor respectively. A small portion of the subordinates (20.99% and 1.11%) rated the scores to be very good and very poor respectively. However, the remaining portion of the subordinates (29.28% and 18.78%) replied the scores to be good and poor respectively.

The result of computed Spearman's rank order correlation coefficient showed that at  $df (N-2)=3$  and  $\alpha=0.05$  (two-tailed),  $r_{s \text{ cal value}} (0.75) < r_{s \text{ table value}} (0.8783)$ . This indicates that statistically there is no significant difference between the management and subordinates in perceiving the appraisal scores.

The finding implies that even though the majority of respondents (34.64) replied that the scores were good, nearly equivalent portion of the respondents (31.92%) thought that the scores were fair.

However, according to directives of FCSA, nearly 80% of the employees' scores fall in the satisfactory category. But, the remaining 20% are 10% poor and 10% high and very high. Most employee respondents complain that restricting 90% of the employees to score 74 and below can affect their performance. Moreover, scholars, Mathis (1997:355), for instance, criticizes this forced distribution and suggests some shortcomings of skewed (Normal distribution curve) appraisal as follows:

- Supervisors may resist placing any individual in the lowest or the highest group.
- There are difficulties during appraisal interview (it could be a source of grievance between appraisers and appraisees).

**Table 10: Implementation of Appraisal Interview and Appeal Procedure**

No	Items	Responses			
		Management (Appraisers)		Subordinates (Appraisees)	
		freq.	%	freq.	%
1	Is appraisal interview implemented?				
	Yes	24	53.33	68	37.57
	No	14	31.11		28.18
	To some extent	7	15.56	62	34.25
	Total	45	100	181	100
2	Was appeal procedure established?				
	Yes	26	52	89	49.17
	No	15	30	39	21.55
	I am not sure	9	18	53	29.28
	Total	50	100	181	100

Table 10 shows that 53.33% and 37.57% of the management and the subordinates, respectively have accepted that appraisal interview was implemented. However, 31.11% of the management and 28.18% of the subordinates replied negatively to the issue under consideration. The remaining respondents (15.56% of the management and 34.25% of the subordinates) responded in between the two, i.e., for them the appraisal interview was practiced only partly. Nevertheless, interviews held with top-management and CSRP experts of sample bureaus showed that there was no thorough discussion between the appraisers and appraisees, but it was a matter of seeking subordinates' view on appraisal scores and convincing them to accept the scores. As indicated by the majority of the respondents, the appraisal interview was implemented, but, the negative response implies that some appraisers might not be transparent or were not implemented properly. Cole (2001:25) suggests that the appraisal interview is face-to-face meeting between the job holder and his/her manager that the information on the appraisal form is discussed.

As can be seen from Table 10, respondents were also asked whether appeal procedure was developed. Accordingly, 52% of the management and 49.17% of the subordinates replied that appeal procedure was established. On the other hand, 30% and 21.55% of the management and subordinates respectively responded negatively to the issue under consideration. Whereas, 18% of the management and 29.28% of the subordinates disclosed that they were not sure whether or

not the appeal procedure exists. As reported by 50.59% of both respondents the appeal procedure was established.

**Table 11: Frequency of implementing appeal procedure**

No	Items	Responses						D= r <sub>1</sub> -r <sub>2</sub>	D <sup>2</sup>
		Management (Appraisers)			Subordinates (Appraisees)				
		f <sub>1</sub>	%	r <sub>1</sub>	f <sub>2</sub>	%	r <sub>2</sub>		
1	Always practical	16	32	1	46	25.41	2	-1	1
2	Rarely practical	15	30	2	59	32.61	1	1	1
3	Not practical at all	12	24	3	38	20.99	3	0	0
4	I don't know	7	14	4	38	20.99	3	1	1
	Total	50	100		181	100			

$$\Sigma D^2=3$$

$$r_s = 1 - \frac{6 \Sigma D^2}{N(N^2-1)} = 1 - \frac{6*3}{4(4^2-1)}$$

$$r_s = 0.70$$

Table 11 illustrates that 32% of the management and 25.41% of the subordinates have indicated that the appeal procedure was implemented regularly. On the other hand, 30% and 32.61% of the management and the subordinates respectively reported that the appeal procedure was seldom practiced. However, 14% of the management and 20.99% of the subordinates have suggested that they do not know the frequencies of implementing the appeal procedure. In an extreme case, 24% of the management, and 20.99 of the subordinates replied that the appeal procedure was not practiced at all.

Furthermore, to test degree of association additional statistical analysis was made. Accordingly, the calculated r<sub>s</sub> value=0.70, implies that there is a medium agreement between the opinions of the respondents. It seems that the appeal procedure was rarely implemented and it may not be known by most of the members. But, in theory, employees have to get the chance to express their dissatisfaction with the result of ROPA.

**Table 12: Opinions towards ROPA System**

No	Item	Responses in frequency and percentage			
		Management (Appraisers)		Subordinates (Appraisees)	
		f <sub>1</sub>	%	f <sub>1</sub>	%
1	What opinion do you have to wards ROPA system?				
1	Highly positive	12	24	30	16.57
2	Positive	20	40	74	40.33
3	Neutral	8	16	45	24.86
4	Negative	10	20	18	9.95
5	Highly negative	-	-	15	8.29

N	N <sub>1</sub> =5	N <sub>2</sub> =5	at df=8
x	x <sub>1</sub> =10	x <sub>2</sub> = 36.2	t <sub>obt</sub> =2.413
S <sup>2</sup> <sub>x</sub>	S <sup>2</sup> <sub>x1</sub> =27	S <sup>2</sup> <sub>x2</sub> =562.69	

In Table12, respondents were asked how they perceive ROPA. Accordingly, 64% of the management and 56.9% of the subordinates replied positively, whereas, 20% of the management and 9.95% of the subordinates replied negatively to the issue raised. On the other hand, none of the management and 8.29% of the subordinates reported that they have highly negative opinions towards ROPA. Finally, 16% and 24.86% of the management and the subordinates respectively reported that they have neutral opinions towards ROPA scheme.

Furthermore, to examine whether there was significance difference between the opinions of the respondents, t-test was computed. The result revealed that at df=8 and α=0.05 level of significance (one tailed) the calculated t value (2.413) is greater than critical value (1.860). This implies that there is statistically significant difference between the opinions of the two study groups towards ROPA. It indicates that most of the management bodies favor ROPA system than subordinates.

Moreover, the results of interviews and responses to open end questions clearly showed that most of the respondents agreed with the principles of ROPA, but, they criticized the implementation process.

**Table13: Reasons for Negative Opinions**

No	Items	Responses																				df	$\chi^2$ value
		Management										Subordinates											
		5		4		3		2		1		5		4		3		2		1			
freq.	%	freq.	%	freq.	%	freq.	%	freq.	%	freq.	%	freq.	%	freq.	%	freq.	%	freq.	%				
1	ROPA can not be practical	2	20	1	10	1	10	5	50	1	10	4	12.12	6	18.18	6	18.18	10	30.30	7	21.21	4	2.259
2	ROPA focused only on results	2	20	1	10	1	10	3	30	3	30	6	18.18	9	27.27	8	24.24	7	21.21	3	9.09	4	4.348
3	The purpose of ROPA is not clear	1	10	2	20	1	10	5	50	1	10	6	18.18	8	24.24	5	15.15	10	30.30	4	12.12	4	1.407
4	It sets challenging goals	2	20	2	20	1	10	2	20	3	30	1	3.03	12	36.36	8	24.24	10	30.30	2	6.06	4	8.617
5	It may result in down sizing	1	10	1	10	2	20	1	10	5	50	9	27.27	8	24.24	6	18.18	6	18.18	4	12.12	4	8.882
6	The performance is not assessed objectively	2	20	4	40	2	20	1	10	1	10	7	21.21	8	24.24	8	24.24	6	18.18	4	12.12	4	1.189
7	It requires a lot of resources	1	10	1	10	2	20	3	30	3	30	6	18.18	7	21.21	6	18.18	8	24.24	6	18.18	4	1.464
8	Over burden both managers and employees	1	10	3	30	1	10	4	40	1	10	4	12.12	5	15.15	7	21.21	9	27.27	8	24.24	4	2.310
9	The rewards are not based on performance	2	20	4	40	1	10	1	10	2	20	11	33.33	7	21.21	6	18.18	4	12.12	5	15.15	4	1.960
10	Practically there is no human resource development (HRD) program	4	40	3	30	1	10	1	10	1	10	10	30.30	8	24.24	8	24.24	6	18.18	1	3.03	4	2.328

$\alpha=0.05$

Numbers 1-5 are Scales of agreement/disagreement. Where 5 represents Strongly agree and 1 represents Strongly disagree.

Those respondents, who reported negatively to the questions in Table 12, were requested to explain their views. Thus, as depicted in Table 13, above, 60% of the management and .% of the subordinates replied negatively to the issue under consideration. On the other hand, the opinions of 30% of the management and 30.30% of the subordinates were geared towards positive scale. Whereas, 10% and 18.18% of the management and subordinates respectively took a neutral position.

The result of Chi-square test indicated that at  $df= 4$  and  $\alpha =0.05$  level of significance the  $\chi^2_{obt}= (2.259)$  is less than the  $\chi^2_{crit}$  value (9.49). The implication is that there is no statistically significant difference between the opinions of the two respondent groups. The finding suggests that lack of implementation of ROPA was not the reason for negative opinions.

It can also be seen from the Table that 60% of the management and 30.30% of the subordinates described that ROPA did not focus only on results. On the contrary, 30% of the management and the majority of the subordinates (45.45%) thought that ROPA focused only on results. On the other hand, the remaining portion the respondents (10% of the management and 24.24% of the subordinates) were at neutral position.

Although most of the respondents reported negatively to the issue under consideration, the majority of subordinates (45.45%) indicated that ROPA does not take into account the process that contributes to the results. Similarly, the relevant literature shows that under ROPA, giving due attention to results may lead to undermining behavioral dimensions.

As regards lack of clarity of purpose, 60% of the management and 42.42% of the subordinates responded negatively. On the other hand, 30% of the management and 42.42% of the subordinates replied that the purpose of ROPA was not clear. Furthermore, 10% and 15.16% of the management and the subordinates respectively took neutral position. As large portion of the subordinates indicated and responses to open-ended question showed ,lack of clarity of the ROPA purpose could be one of the reasons for the emergence of negative attitude towards ROPA.

On the other side, as disclosed, With regard to items (4), (5), (7) and (8) in the Table rating of most of the management geared towards the disagreement scale. Whereas to items (6), (9) and (10), most of the management responded positively. On the other hand, the majority of the subordinates were positive towards to items (4), (5), (6), (9) and (10). However, in respect to items (7) and (8), most (42.42% and .% respectively) of the subordinates replied negatively.

On all cases, the Chi-square tests revealed that at  $df=4$  and  $\alpha=0.05$  level of significance the computed  $\chi^2$  values are less than the  $\chi^2_{crit}$  (9.49). The indication is that there are no statistically significant differences between the opinions of the two categories of the respondents. The findings indicated that lack of awareness on ROPA purpose, employees fear of down sizing and management's failure to assess performance of employees' objectively and limitation in basing the reward on performance were major issues for the prevalence of negative attitudes towards ROPA. Interview results and responses to open-ended question confirmed most of the above results.

In theory, one of the reasons for shifting from TrPA to ROPA is to evaluate the performance of the employees objectively on the basis of pre-established standards. But, failure to establish objective and relevant measures affect the intended goal.

**Table 14: Whether ROPA has benefits to employees**

No	Items	Responses				df	$\chi^2$ value
		Management (Appraisers)		Subordinates (Appraisees)			
		Freq.	%	Freq.	%		
1	Does ROPA have benefits to employees?						
	Yes	36	72	125	69.06	1	0.159
2	No	14	28	56	30.94		
	<b>Total</b>	<b>50</b>	<b>100</b>	<b>181</b>	<b>100</b>		

Table 14 reveals that 72% of the management and 69.06% of the subordinates confirmed that employees could get benefits from the implementation of ROPA scheme. The remaining portion

(28% and 30.94%) of the management and the subordinates, respectively responded negatively to the issue under consideration.

Moreover, at  $df= 1$  and  $\alpha =0.05$  level of significance the calculated  $\chi^2$  value (0.159) is less than  $\chi^2_{cirt}$  (3.841). It implies that there is no statistically significant difference between the opinions of the two study groups. The result indicates that employees can benefit from ROPA.

**Table 15: Expected out comes of ROPA**

No	Items	Responses																						df	$\chi^2$ value
		Management (Appraisers)										Subordinates (Appraisees)													
		5		4		3		2		1		5		4		3		2		1					
		freq.	%	freq.	%	freq.	%	freq.	%	freq.	%	freq.	%	freq.	%	freq.	%	freq.	%	freq.	%				
1	Promotion to higher position	12	33.33	17	47.22	4	11.11	2	5.56	1	2.78	27	21.6	32	25.6	25	20	20	16	21	16.8	4	13.354		
2	Salary increment	14	38.89	12	33.33	6	16.67	3	8.33	1	2.78	29	23.2	32	25.6	25	20	21	16.8	18	14.4	4	7.902		
3	Disciplinary action	13	36.11	11	30.56	4	11.11	4	11.11	4	11.11	23	18.4	24	19.2	25	20	31	24.8	22	17.6	4	9.935		
4	discrimination of high performer from poor perform	15	41.67	10	27.78	8	22.22	2	5.56	1	2.78	43	34.4	37	29.6	19	15.2	17	13.6	9	7.2	4	3.710		
5	Rewarding the best performer	18	50	10	27.78	4	11.11	2	5.56	2	5.56	42	33.6	34	27.2	20	16	17	13.6	12	9.6	4	4.522		
6	Identifying, training and development needs of employees and design strategy of HRD	21	58.33	10	27.78	4	11.11	1	2.78	1	2.78	40	32	38	30.4	19	15.2	18	14.4	10	8	4	7.906		

$\alpha = 0.05$

The numbers 1-5 are Scales of agreement/disagreement.

Where 5-----Strongly agree and 1-----Strongly disagree.

With regard to the question on the possible benefits the employees expect, item No.1 of Table 15 shows that the opinions of most respondents (80.55% of the management and 47.2% of the subordinates) geared towards the agreement scale. While few of the management bodies (8.34%) and the subordinates (32.8) replied negatively, some (11.11 and 20%) of the management and subordinates, respectively were neutral.

However, at  $df=4$  and  $\alpha =0.05$  level of significance computed  $\chi^2$  value (13.354) is greater than  $\chi^2_{crit}$  (9.49). This implies that statistically there is significant difference between the opinions of the two groups of respondents on promotion to the higher position. The majority of the respondents indicated that employees expect promotion to the higher position as a result of ROPA. This indicates that the two categories of the respondents perceive promotion to higher position differently.

As illustrated in the Table, with regard to items (2), (3), (4), (5) and (6), the rating of most respondents inclined towards the agreement scale. Furthermore, at  $df=4$  and  $\alpha =0.05$  level of significance except for item (3) the calculated Chi-square values are less than  $\chi^2$  critical. This implies that there is no statistically significant difference between the opinions of the two categories of respondents on the issues.

However, results of interview and open-ended question indicated that these benefits were not materialized yet. In supporting this view Berhanu (2006:56) reports that most of the expected outcomes associated to the implementation of ROPA were not in line with the expectations.

**Table 16: Appraisal Criteria**

No	Items	Responses			
		Management (Appraisers)		Subordinates (Appraisees)	
		Freq.	%	Freq.	%
1	Does the organization has appraisal criteria?				
	Yes	34	68	90	49.73
	No	6	12	41	22.65
	I don't know	10	20	50	27.62
	Total	50	100	181	100
2	If yes to No 1, how relevant was the criteria?				
	Very high	8	23.53	24	26.67
	High	7	20.59	26	28.89
	Moderate	16	47.06	29	32.22
	Low	2	5.88	7	7.78
	Very low	1	2.94	4	4.44

N	options	$N_1=5$	$N_2=5$
x	mean	$\bar{X}_1= 6.8$	$\bar{X}_2= 18$
$S^2_x$	variance	$S^2_{x1}= 35.7$	$S^2_{x2}= 134.5$
		df=8	
		$t_{obt}=1.921$	

Table 16 reveals that while the majority of the management (68%) and subordinates (49.73%) have confirmed that there were appraisal criteria, 12% of the management and 22.65% of the subordinates denied the presence of appraisal criteria. Moreover, 20% and 27.62% of the management and subordinates respectively reported that they did not know whether there existed appraisal criteria. The result indicates that the organizations had established the appraisal criteria, but they did not communicate at least to some of their staff.

Concerning relevance of the criteria to organizational general objectives, 23.53% and 26.67% of the management and subordinates respectively believed that the relevance is very high. Some of the management (20.59%) and the subordinates (28.89%) suggested that the extent of relevance

of the criteria was high. Most of the management (47.06%) and subordinates (32.22%) responded that the relevance of the criteria to the organizational objectives was moderate. On the other hand, 5.88% and 7.78% of the management and subordinates respectively reported the relevance to be low. On the contrary, small portion of the respondents (2.94% of the management and 4.44% of the subordinates) replied that the criteria were irrelevant to the organizational objectives.

The t-test also confirmed that at  $df=8$  and  $\alpha =0.05$  the computed t-value 1.921 is less than t-critical value. This indicates that there is no statistically significant difference between the opinions of the respondents. The finding implies that the extent of relevance of the appraisal criteria to that of organizational general objectives was rated to be moderate by both management and the subordinates.

Moreover, many scholars, for example, Jownley (1990 cited in Armstrong and Baron, 2002:79-80) suggests that the criteria should be job related, preferably, be developed from job analysis.

Moreover, in responding to open-ended question most of the subordinates and some management stressed that, there was a difficulty of developing appropriate criteria to specific nature of the work.

**Table 17: Performance Standards**

No	Items	Responses				df	$\chi^2$ value
		Management (Appraisers)		Subordinates (Appraisees)			
		Freq.	%	Freq.	%		
1	Were standards established in advance to appraisal period?					2	15.291
	Yes	36	72	76	41.99		
	No	9	18	47	25.97		
	I don't know	5	10	58	32.04		
	Total	50	100	181	100		
2	If your response is yes to the above was performance assessed on the basis of standards?	29	80.56	43	56.58	2	8.406
	Yes						
	No	1	2.78	12	15.79		
	To some extent	6	16.67	21	27.63		
	Total	36	100	76	100		

As illustrated in Table 17, most of the management (72%) and 41.99% of the subordinates reported that performance standards were established in advance to the appraisal period. On the contrary, 18% and 25.99% of the management and the subordinates respectively replied negatively to the issue raised. The remaining portion of the management and the subordinates expressed that they do not know whether performance standards were established in advance to the appraisal period.

The result of Chi-square test revealed that at  $df=2$  and  $\alpha =0.05$  level of significance  $\chi^2_{obt} = (15.291)$  is greater than  $\chi^2_{crit} (5.991)$ . This implies that there is statistically significant difference between the opinions of the two categories of respondents. The finding indicates that the standard was established in advance to the appraisal period. But, it might not be communicated to the staff to the level of understanding.

Respondents were also asked whether performance was assessed on the basis of pre-established standards. Accordingly, most of the management (80.56%) and 56.58% of the subordinates confirmed that performance was assessed on the basis of pre-established standards. However, few of the management bodies (2.78%) and some of the subordinates (15.79%) responded negatively to the issue. Moreover, according to 16.67% and 27.63% of the management and subordinates respectively performance evaluation was based on pre-established standards only partially. The computed Chi-square value showed that at  $df=2$  and  $\alpha =0.05$  level of significance  $\chi^2_{obt} = (8.406)$  is greater than  $\chi^2_{crit} = (5.991)$ . It indicates that statistically there is significant difference between the opinions of the respondents. The implication is that the management body favors performance assessment on the basis of pre established standards than subordinates.

As standards are expected to reflect the level of performance, in order to compare the accomplishment with the plan, they should be established in advance. According to Mathis (1997:342), performance standards should be realistic, measurable, and clearly understood. However, in responding to open-ended questions, respondents emphasized that there was a shortcoming in establishing realistic standards. Also, there was a problem of relating standards to quality of outputs and efficient utilization of resource on the part of the appraisers. This was found to be consistent with report of OCSC (2006), which indicated that some bureaus have established activity-oriented standards rather than result oriented ones.

**Table 18: Problems related to ROPA**

No	Items	Responses						D=r <sub>1</sub> -r <sub>2</sub>	D <sup>2</sup>
		Management (Appraisers)			Subordinates (Appraisees)				
		f <sub>1</sub>	%	r <sub>1</sub>	f <sub>2</sub>	%	r <sub>2</sub>		
1	Appraisers over loaded in planning ROPA	41	82	7	149	82.32	5	2	4
2	Too much paper work	48	96	2	150	82.87	4	-2	4
3	Time consuming	42	84	6	130	71.82	11	-5	25
4	Requires skilled and/or experienced appraisers	39	78	8	141	77.90	8	0	0
5	Difficulty of preparing objective standards and/or measures	50	100	1	181	100	1	0	0
6	Inability of the immediate supervisors to give continuous feedback	22	44	12	120	66.30	12	0	0
7	Appraisers do not want to go out of the traditional evaluation approach	30	60	9	138	76.24	9	0	0
8	supervisors did not monitor performance regularly	29	58	10	137	75.69	10	0	0
9	too much emphasis on quantitative task	47	94	3	157	86.74	2	1	1
10	No procedure for appealing incase of complaint (dissatisfaction)	20	40	14	105	58.01	13	1	1
11	Lack of clarity of purpose of ROPA	46	92	4	153	84.53	3	1	1
12	Frequent turn over of top management	21	42	13	103	56.91	14	-1	1
13	Lack of commitment of the top-management	25	50	11	147	81.22	6	-5	25
14	Resistance from employees	43	86	5	143	79.00	7	-2	4
								$\Sigma D^2=66$	

As can be seen from Table 18, above, respondents were requested to rate problems related to implementation of ROPA. To this effect, a list of 14 major problems was presented and the respondents rated the problems according to their degree of seriousness.

All (100%) of both groups of respondents have rated the difficulty of preparing objective standards and measures as the most serious problem in implementing ROPA. Moreover, 82%-96% of the management respondents supported items (1), (2), (3), (9), (11) and (14), while 50%-78% of the respondents favored items (4), (7), (8) and (13). And only less than a half (40%-44%) of the management respondents supported items 6, 10 and 12.

On the other hand, while 81.22%-86.74% subordinates respondents supported items (1), (2), (9), (11) and (13), 71.8%-79% of the subordinates selected items (3), (4), (7), (8) and (14) as serious problems. The subordinate respondents, ranging from 56.91%-66.30% favored the remaining items, namely, (6), (10) and (12).

Furthermore, to test the degree of association between ranks of respondents, spearman's rank order correlation coefficient was analyzed; i.e.,  $r_s = 0.85$ , shows that there is strong association between the opinions of the two categories of respondents on existence and seriousness of the problems during the implementation of ROPA. Furthermore, as depicted in the Table, except on appraisers workload in planning ROPA and resistance from employees, both respondent groups have rated the top-five problems in similar ways. In responding to open-ended questions most of the subordinates added that lack of commitment of top management, inability of the immediate supervisors to give continuous feedback to subordinates, unwillingness of appraisers to go out of the traditional evaluation approach were also critical issues, besides the aforementioned drawbacks of ROPA. Furthermore, some sources, for example, Foot and Hook (1999:229-231), FCSA (1996: 44-46) and OCSC (2004:44-46) describe ROPA related problems as follows:

- Managers may lack sufficient knowledge, skills and experience to set strategic objectives that attributes to performance objectives,
- Supervisors and subordinates may not be able to prepare SMART work objectives,
- Focusing on quantifiable measures may lead to ignoring non- quantifiable measures, and
- Reluctance of top management to support MBO can be taken as some of the limitations of ROPA.

The study result is in agreement with some of the previous researches. For example, Berhanu (2006:63) presents that, "... teachers focus only on tasks in the list of pre-set agreement". Furthermore, Kibrie (2005:61) notes that "teachers were found to focus on quantitative aspects of the task rather than qualitative aspects".

**Table 19: Means/Strategies/ to Reduce the Problems**

No	Items	Responses																				df	$\chi^2$ value
		Management (Appraisers)										Subordinates (Appraisees)											
		5		4		3		2		1		5		4		3		2		1			
		Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%		
1	capacitating appraisers	28	56	14	28	6	12	1	2	1	2	54	29.83	44	24.31	31	17.13	29	16.02	23	12.71	4	10.359
2	Educating appraisees	27	54	15	30	6	12	1	2	1	2	52	28.87	45	24.86	28	15.47	24	13.26	23	12.71	4	15.683
3	Commitment and/or support of top-management	23	46	18	36	4	8	3	6	2	4	54	29.83	44	24.31	32	17.68	26	14.36	24	13.26	4	14.359
4	Implementing BPR	23	46	13	26	4	8	4	8	6	12	49	27.07		28.18	29	16.02	28	15.47	24	13.26	4	7.966
5	Participating employees in ROPA plan	20	40	19	38	5	10	4	8	2	4	54	29.83	46	25.41	41	22.65	34	18.78	6	3.31	4	7.836
6	Evaluating the effectiveness of the system annually	23	46	17	34	6	12	3	6	1	2	48	26.52	47	25.97	34	18.78	29	16.02	23	12.71	4	13.959
7	Establishing objective measures and/or standards	21	42	13	26	8	16	4	8	4	8	42	23.20	49	27.07	34	18.78	30	16.02	26	14.36	4	8.428
8	Rewarding good performer	25	50	14	28	4	8	3	6	2	4	53	29.28	44	24.31	41	22.65	19	16.57	14	7.73	4	11.015
9	Giving performance feedback to employees	20	40	17	34	12	12	5	10	2	4	54	29.83	48	26.52	39	21.55	22	10.50	18	9.94	4	5.366

$\alpha=0.05$

Numbers 1-5 are Scales of agreement/disagreement. Where 5----Strongly agree and 1----strongly disagree.

As can be seen from Table 19, concerning the enhancement of the capacities of the appraisers, the rating of 84% of the management (56% strongly agree and 28% agree) and 54.18% of the appraisees inclined towards the agreement scale. While, 4% of the management and 28.73% of the subordinates replied negatively to the assumption, the remaining portion of the respondents took a neutral position.

The result of Chi-square test revealed that at  $df=4$  and  $\alpha =0.05$  level of significance the obtained  $\chi^2$  (10.359) is greater than  $\chi^2_{crit}$  (9.49). This implies that there is statistically significant difference between the opinions of the two groups of the study. Thus, the finding indicates that improving know-how (or skill) of appraisers is crucial for designing and implementing effective ROPA scheme.

Educating appraisees was also supported by 84% of the management and 58.56% of the subordinates. However, 4% of the management and 25.97% of the subordinates did not accept it. Similarly, some of the respondents (12% of the management and 15.47% of the subordinates) reported that they were in neutral position. At  $df=4$  and  $\alpha =0.05$  level of significance the computed  $\chi^2_{obt}$  (15.68) is above  $\chi^2_{crit}$  (9.49). This shows that there is significant difference between the opinions of the two study groups.

The above findings are in line with FCSA's (1999:6) position that suggests intensive and continuous training to both supervisors and subordinates on techniques of ROPA. This means that improving the capacity of the stakeholders enables them to adapt new change.

The Table also illustrates that 82% of the management bodies and 54.14% the subordinates accepted the importance of commitment and support of top-management for effectiveness of ROPA scheme. On the other hand, 10% and 27.62% of the management and the subordinates respectively did not support the assumption under consideration. But, the remaining portion of the management and the subordinates reported a neutral position.

Furthermore, at  $df=4$  and  $\alpha = 0.05$  level of significance the  $\chi^2_{obt} = (14.359)$  is greater than  $\chi^2_{crit}$ . This implies that there is statistically significant difference between the opinions of the two categories of respondents on the commitment of top management.

Thus, the result shows that the commitment and support of top-management is very important strategy. Generally, like any complex change, performance-based management also requires commitment of top-management. However, the literature shows that top-management are usually reluctant to support the process of MBO in which their subordinates would take equal part.

The Table also shows that 72% of the management and 55.25% of the subordinate respondents supported the assumption of developing and implementing BPR, whereas 20% of the management and 28.73% of the subordinates replied negatively to the issue. However, 8% and 16.02% of the management and the subordinates respectively took a neutral position.

Also at  $df=4$  and  $\alpha = 0.05$  level of significant  $\chi^2_{obt} = 7.966$  is less than  $\chi^2_{crit} (9.49)$ . This indicates that statistically there is no significant difference between the opinions of the two categories of the respondents. So, the result reveals that establishing and implementing BPR enhances effectiveness of ROPA.

Likewise, 78% of the management bodies and 55.24% of the subordinates responded positively to the participation of employees in the preparation of the ROPA plan. The remaining portion of the management and the subordinates respectively rejected the issue under consideration. On the other hand, 10% of the management and 22.65% of the subordinates took a neutral position.

The result of Chi-square test indicated that at  $df=4$  and  $\alpha = 0.05$  level of significance there is no statistically significant difference between the opinions of the two study groups with regard to the participation of employees in ROPA plan; because,  $\chi^2_{obt} = 7.836 < \chi^2_{crit} (9.49)$ . Supporting the need for the participation of subordinates in planning, Mathis (1997:358) suggests that, when employees are involved in planning and setting objectives, a higher level of commitment and performance may be obtained. As responded by respondents and supported by literature, participation of employees in ROPA plan motivates them towards the intended goal.

As can be seen from the above Table, while most of the respondents (80% of the management bodies and 52.49% of the subordinates replied in favor of evaluating the effectiveness of the system annually, 8% of the management and 28.73% of subordinates did not accept the issue. But, 12% and 18.78% of the management and subordinates respectively, took the neutral position.

The result of computed Chi-square showed that at  $df=4$  and  $\alpha=0.05$  level of significance  $\chi^2_{obt} > \chi^2_{crit}$ . This shows that there is statistically significant difference between the views of the two study groups. And according to 66.25% of the respondents in the study groups, assessing progress of ROPA could be a means of minimizing ROPA related problems. The two groups of respondents see the importance of evaluating (assessing) the effectiveness of the ROPA system differently.

Concerning the establishing of objective measures, while more than half of the management bodies (68%) and (50.17%) of the subordinates responded in-favor of the issue, 19% and 30.93% of the management and the subordinates respectively stood on opposite side. The remaining portion of the management and the subordinates took a neutral position.

Furthermore, to test whether there exists significant difference  $\chi^2$  was calculated. Thus, at  $df=4$  and  $\alpha=0.05$  level of significance the  $\chi^2_{obt} = (8.428)$  is less than  $\chi^2_{crit} (9.49)$ . The implication is that there is no statistically significant difference between the opinions of the two groups of respondents with regard to establishing objective measures. Establishing objective measure is one of the basic issues in planning ROPA scheme because it enables the appraisers to evaluate performance of employees objectively. Thus, the finding shows that developing objective measures could be a good strategy for effectiveness of ROPA scheme.

As can be seen from Table 19, 74% of the management and 56.35% of the subordinate respondents suggested that performance feedback should be given to the employees. Whereas, 14% of the management and 20.44% of the subordinates disagreed with the issue raised. On the other hand, 12% and 21.55% of the management and the subordinates respectively reported that they held neutral views on the assumption under consideration.

Moreover, at  $df=4$  and  $\alpha =0.05$  level of significance, the computed  $\chi^2$  (5.366) is less than  $\chi^2_{crit}$  (9.49). It implies that statistically there is no significant difference between the opinions of the two categories of the respondents. The result implies that provision of timely performance feedback to employees as the majority of the management and the subordinates supported strategy. This finding concurs with Armstrong's and Baron's (2002:88) assertion that provision of follow up and feedback gives opportunities to the subordinates to discuss with their immediate supervisors.

## CHAPTER FOUR

### Summary, Conclusions and Recommendations

This chapter presents summary of the major findings, conclusions and recommendations.

#### *4.1. Summary*

The purposes of the study were to examine the management of ROPA system in the Oromia Regional State and to forward suggestions for its improvement. To meet this purposes, the study was guided by the following basic research questions.

1. Were objectives set for individual employee related to organizational strategic objectives?
2. Do appraisers have sufficient knowledge and experiences to manage ROPA?
3. Did employees get benefits from the implementation of ROPA?
4. Were the criteria and standards used to evaluate the performance of the employees relevant, clear and measurable?
5. What were the major problems encountered in the management of ROPA?

The study was conducted in four bureaus of the region that were selected on the basis of purposive sampling technique. A total of 231 subjects of study (50 management and 181 subordinates) were selected on the basis of random and purposive sampling techniques. Questionnaires and interviews were used to obtain the required data from the respondents. Statistical tools such as percentage, mean, variance, spearman's rank order correlation coefficient, t-test and chi-square test were employed to analyze the data collected. Based on the results obtained from the study, summary of major findings are presented below.

#### **4.1.1. Performance Objectives**

The findings of the study indicated that individual/performance/ objectives were not related to organizational strategic objectives. The respondents have also stressed that top management did not impose the performance objectives, rather, the subordinates set their objectives within the framework provided by the supervisors and the two agree on the objectives. Furthermore, the performance objectives were derived from organizational annual plan.

Most of the respondents from the management and subordinates revealed that deriving performance objectives from organizational annual plan enabled them to set challenging objectives and enhanced the contribution of individual performance. On the other hand, stimulating high standards of performance and insuring integration among individual, departmental and organizational strategic objectives were reported to be poor.

#### **4.1.2. Managing ROPA**

As large portion of the management and subordinates and the result of Chi- square test indicated that, in most cases, employees have participated in developing ROPA plan, but few managers invited the employees on the final plan. Moreover, KRAs were identified and the work was categorized into key, major and minor tasks. However, as Chi-square test indicated there is statistically significant difference between the views of the respondents on setting objective measures, i.e., it was evident that there was difficulty in setting objective measures. Identification of KRAs and categorizing tasks into key, major and minor are in line with both FCSA's and OCSC's guidelines. But inability of setting objective measures is not in accordance with the guidelines.

Concerning subordinates' performance appraisal, as the majority of the respondents indicated, it was the immediate supervisor who was directly engaged in evaluating performance. But, the boss next to the immediate supervisor participated in checking the ROPA plan and appraisal scores (regulatory role). The role of the personnel department was to provide necessary formats and to organize final scores. It agrees with the FCSA's guideline.

With regard to appraisers' capacity, some of the management and subordinates perceived that appraisers have sufficient knowledge and experience on ROPA. As to most of the respondents, however, there was lack of the necessary knowledge and experience to carryout the responsibility of designing and implementing ROPA scheme. Moreover, inadequacy of training on ROPA techniques and negligence of top-management to arrange experience sharing forums were indicated as the reasons for inefficiency.

The computation of spearman's rank order correlation coefficient indicated that the monitoring system was not established. However, supervisors seldom monitored the performance of their subordinates. Regarding the frequency of monitoring, while the majority of managers reported that the performance was monitored on monthly basis, large proportion of the subordinates suggested that monitoring was undertaken every six month. However, interview results showed that there was no regular monitoring system. The result was found to be inconsistent with the guidelines of FCSA, which suggests that monitoring be conducted regularly every fifteen days.

Opinions of respondents on appraisal scores were different. While most of the management rated the score to be good, for the majority of the subordinates, however, the scores were fair. Furthermore, the analysis of spearman's rank order correlation coefficient showed that statistically, there is no significant difference between the perceptions of the respondents. On the other hand, most respondents criticize normal (forced) distribution of scores. The majority of respondents indicated that appraisal interview was implemented, but it lacked transparency. In most cases, it was used for seeking subordinates' views on appraisal scores and to persuade them to accept the results. This is in contrast to the principle of performance appraisal.

#### **4.1.3. Expected Benefits of ROPA**

The result of the study showed that attitudes of respondents towards ROPA system were positive. Furthermore, most of the respondents agreed with the principles, but, they criticized the implementation process. On the other hand, those who replied negatively, presented the reason for their perception as follows: lack of clarity on the purpose of ROPA, focus on results at the expense of processes, failure to measure performance objectively and weaknesses in rewarding based on performance. Moreover, the result of t-test revealed that there is statistically significant difference between attitudes of respondents.

As indicated by most of the respondents, employees can be benefited from implementation of ROPA. Furthermore, promotion to higher position, salary increment, rewarding the best performer and identifying training needs and opportunities were the major benefits the employees expected from ROPA. But, these expected benefits were not realized yet.

#### **4.1.4. Appraisal Criteria and Standards**

The majority of the respondents reported that there were appraisal criteria. But, the criteria were not sufficiently conveyed to the whole staff. Moreover, the extent of relevance of the criteria to the organizational general objectives was moderate. Besides, the analysis of chi-square showed that there was no statistically significant difference between the views of the two categories of respondents. On the other hand, there was difficulty of developing appropriate and specific criteria.

Performance standards were established before the appraisal period. However, the analysis of Chi-square has indicated that there is statistically significant difference between the opinions of the respondents. Moreover, the finding indicated that performance was, more or less, assessed on the basis of pre-established standards. On the other hand, absence of realistic standards, inability to relate standards to quality of outputs and efficiency of resource utilization were found to be some of the major limitations of the performance standards. However, Chi-square test indicated that there is statistically significant difference between the perceptions of the study groups. The result was found to be consistent with the assessment report of OCSC (2006) on ROPA plan which revealed that in most cases standards were not related to work plan. Similarly the standards set were based on activities rather than on results.

#### **4.1.5. Problems Encountered and Means of Minimizing Them**

Among the problems encountered in implementing ROPA, difficulty of developing objective standards and measures, too much emphasis on quantitative tasks, too much paper work, lack of clarity on purposes and absence of regular monitoring and continuous feedback on performance were identified as the major ones. Besides, lack of commitment of top-management and resistance from the employees were also identified as second serious problems.

Concerning the strategies of reducing the problems, reinforcing the capacity of the appraisers, 84% of the management and 54% of the subordinates supported. Likewise, 84% and 53% of the management bodies and subordinates supported educating subordinates respectively. Moreover, the findings are in line with FCSA'S guidelines that suggest intensive and continuous training to both supervisors and subordinates on techniques of ROPA. Besides, commitment and support of

top-management, participation of employees in ROPA plan, developing objective measures and standards, establishing and implementing monitoring and feedback system and evaluating effectiveness of the ROPA system periodically (annually) were suggested by the respondents.

## ***4.2. Conclusions***

Based on the findings of the study, the following conclusions are drawn.

1. Performance objectives are believed to be related to both organizational strategic and operational objectives. The study, however, indicated that the relationship between organizational strategic objectives and that of the individuals was very weak. Thus, it is possible to conclude that there was incompatibility between performance and strategic objectives.
2. With respect to the appraisers' knowledge and experience, most of the respondents underlined the existence of insufficient knowledge and less experience. Even though ROPA is more of technical work that requires skills and know how to handle, evident indicated that the training given to both management and subordinates was insufficient. These have negatively affected the efficient and effective implementation of ROPA.
3. The findings showed that the monitoring system was not incorporated into organizational plan. This implies that there was no regular monitoring system. This indicates that appraisers do not have sufficient information to base the employees' performance evaluation on concrete data.
4. In spite of the dissatisfaction, the opinion of respondents towards ROPA was found to be positive. However, factors such as: lack of clarity of purpose, failure to assess the performance objectively, more emphasis of ROPA on quantitative aspect and poor implementation have contributed to respondents' negative attitudes. Moreover, the problems can hamper the process of implementing ROPA scheme.
5. While criticizing difficulty and inefficient implementation of ROPA plan, most of the respondents accepted that the ultimate relevance of the ROPA system in terms of benefiting the employees and the organization as well. Despite the attempts to appraise performance on the basis of pre-established standards, most such standards were poorly realistic. It inferred that difficulty of developing objective standards as well as inability to

relate standards to quality of outputs and resource utilization could affect the assessment of employee's performance objectively.

To summarize, lack of objective standards and measures, too much emphasis on quantitative tasks, lack of awareness on ROPA objectives absence of regular performance monitoring, lack of commitment of leaders and resistance from employees were found to be serious problems.

### ***4.3. Recommendations***

Based on the findings of the study and the conclusions drawn, the following recommendations are forwarded:

1. In spite of relatively setting performance objectives jointly and agreement between supervisors and subordinates, there was much gap in relating performance objectives to organizational strategic objectives. Therefore, the bureaus need to pay due attention to the strategic issues, while formulating annual plan. Similarly, objectives at individual level should be consistent with organizational strategic objectives. Furthermore, there should be integration and congruence among objectives set at employee and departmental levels as well as strategic objectives of the organization.
2. It was revealed in the study that there have been attempts to involve employees in ROPA plan, although some appraisers seem not to make it participatory. Thus, the bureaus are expected to design continuous awareness creation program to both management and subordinates on importance of participatory planning, so that the employees own the plan and be motivated towards the stated goals.
3. For the management of ROPA to be effective and sustained, its implementation must coincide with the capacity for implementation. However, the finding in this study has shown the existence of lack of required skills, knowledge and experiences in designing and implementing ROPA system. Mainly due to lack of appropriate skill on the part of the supervisors, there is inability to develop objective measures. Thus, the bureaus need to arrange refresher training for both managers at all levels and subordinates. The training should be given at least every six month, until the required skills are developed.
4. Continuous monitoring and timely feedback on employee's performance would be enabling to take remedial action in time. Thus, the concerned bureaus need to incorporate

the monitoring and feedback system into their annual plan. Managers are also expected to conduct regular monitoring every two weeks as per the guidelines of FCSA and OCSC by employing the format designed for this purpose. Moreover, the employees need to be treated whenever they raise complaints in the areas of performance appraisal result. So, the bureaus must put in practice the established system.

5. Even if most respondents have positive opinions towards ROPA system, due to lack of awareness, drawbacks in execution and un-fulfillment of employee's expectations (government's promises), negative opinions and hence resistance were also observed. This might have twofold negative impacts. For one thing, employees cannot trust the system, which does not provide them what they deserve. On the other hand, top performers might not be motivated towards high standards of performance. Therefore, in order to minimize negative opinions and reduce resistance, continuous communication and exchange of feedback with all employees need to be made. Besides, ROPA related benefits, such as promotion, salary increment, performance-based rewards, are expected to realize as per proclamations and the guidelines of FCSA and OCSC, so that it will have power to elicit the employees.
6. The fact that the bureaus have developed appraisal criteria and performance standards is really encouraging. However, the study revealed that the extent of establishing relevant, specific, realistic and measurable (result oriented) criteria, standards and measures were found to be weak. Thus, the bureaus need to design and implement specific and relevant criteria and standards. In this regard, OCSC ought to give technical support to all bureaus on how to develop specific, result-oriented criteria, standards and measures.
7. In addition to the above mentioned problems, time consuming nature of ROPA during planning and appraiser's culture reflecting traditional evaluation approach were identified as the barriers in implementing ROPA. Thus, for the ROPA scheme to be effective and sustainable, it requires the commitment and support of both top leaders and employees. All of them should realize the purposes of ROPA and be involved in joint planning and implementation. Furthermore, implementations of BPR, evaluating the effectiveness of the scheme annually and establishing the system of accountability seem to be crucial.

Finally, despite some challenges towards the beginning of the scheme, particularly regarding the planning part, ROPA has been a fruitful scheme. Thus, the Oromia OCB and OCSC need to jointly conduct need assessment, build capacity, prioritize area gaps and put in place appropriate expertise to this effect.

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**Appendix -A**  
**Addis Ababa University**  
**School of Graduate Studies**  
**College of Education**

**Department of Educational Planning and Management**

Questionnaire to be filled by employees, focal persons and management bodies at different levels of the bureau in Oromia regional state.

Dear Respondent,

This questionnaire is designed to collect data for the thesis entitled "The Management of Result Oriented performance Appraisal in Oromia Regional State" .The purpose of the study is to assess how ROPA is managed in the Region and to identify the major problems encountered in implementing ROPA system. So, the study could help regional policy makers and planners in designing appropriate strategy. Your genuine and honest responses contribute for success of the study. Be sure that your responses will be kept confidential and used only for the purpose of data analysis in this study. The items included in the questionnaire have their own instructions how to give response. To accommodate your additional idea that is relevant to each part, space is left at the end of each item where applicable. Therefore, the researcher student kindly requests you to respond to all items in the questionnaire.

Note the following points:

- No need to write your name.
- Please return questionnaire to delegated person.
- The abbreviation ROPA stands for Result Oriented performance appraisal and HRD- stands for human resource development and KRAs stands for key result area.

**Thank you for your valuable response!**

**Part one: Background Information**

*Please fill the blank or tick the boxes against each item.*

1.1. your organization: \_\_\_\_\_

1.2. Department/division/ section: \_\_\_\_\_

1.3. Sex: Male  Female

1.4. Age (in years): 18-25  26-33

34-41  42-49

50 and above

1.5. Educational back ground.

Certificate and below  Diploma

BSC/BA  MSC/MA and above

1.6. Service (in years)

Current position \_\_\_\_\_ years

Total service \_\_\_\_\_ years

1.7 Your Current position in the bureau/ commission/

- Bureau/commission/head

- Vice bureau/commission/head

- Department/division/head

- Section head

- Expert

- Other /specify/ \_\_\_\_\_

**Part Two: The Objective of Result Oriented Performance Appraisal**

Below are list of items related to objectives of new appraisal system. Please indicate the extent to which you agree/disagree with the statements by putting a tick mark /√/against each item.

**Key:** Strongly agree ----- 5 - Agree ----- 4 -Partially agree -----3  
 - Disagree -----2 -Strongly disagree -----1

S. No	Items	5	4	3	2	1
2.1	Individual/ performance/ objectives are:					
1.	Related to organizational strategic objectives					
2.	Have no any relation with organizational objective					
3.	Derived from organizational annual plan					
4.	Imposed by organizational top-management					
5.	Subordinates sets its objectives within the frame work provided by supervisors					
6.	Supervisors and subordinates agree on objectives					

**Please put a tick mark in the boxes provided against each item**

2.2. In your opinion the advantages of deriving individual objectives from organizational annual plan

- 1. Enabled t o set channelling objectives
- 2. The performance of individual employee contributed to the achievement of over all organizational goal
- 3. Two-way communication was encouraged
- 4. Creates conducive atmosphere between supervisors and subordinates
- 5. Ensured integration among individual, departmental and organizational objectives
- 6. Stimulated high standard of performance

2.3. Please list down any opinion you have concerning objectives of result Oriented performance Appraisal

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**Part Three: The Management of Result Oriented performance Appraisal (ROPA)**

Please put a tick mark in the following boxes

3.1. In the process of formulating subordinates' performance plan.

- 1. Employees were participated
- 2. KRAs were identified
- 3. Tasks were categorized in to key, major and minor tasks
- 4. Objective measures were set.

3.2. Concerning employees' ROPA plan if you have anymore \_\_\_\_\_

Please indicate the extent to which you agree /disagree with the statements below by putting tick mark (√) against each item.

S. N <sup>o</sup>	Items	5	4	3	2	1
3.3.	Parties is engaged in conducting appraisal of the subordinates					
1	Head of the bureau					
2	Boss of immediate super visor					
3	Personnel department					
4	Immediate supervisor					
5	Peers appraisal					
6	Employee self appraisal					
7	the combination of all (360 <sup>0</sup> ) feedback					

3.4. In your bureau /department, do appraisers have sufficient knowldge and/or experiences to design and implement result oriented performance appraisal plan?

- Yes
- No
- I am not sure

Please read the following questions thoroughly and put a tick mark in one of the boxes provided against each item.

3.5. What is the status of the monitoring system?

- 1. The system is not established
- 2. The system was established,
- 3. The system was non functional /not implemented/
- 4. Supervisors rarely monitor the performance
- 5. The monitoring was system implemented regularly

3.6. If monitoring system is practical how of ten, the super visors monitor the performance?

- 1. Daily
- 2. Weekly
- 3. Every two weeks
- 4. Monthly
- 5. Quarterly
- 6. Every six month
- 7. Annually

3.7. Was appraisal interview implemented?

Yes  No  To some extent

3.8 How do you rate appraisal results (scores) fair and impartial

Very good  Good  Fair  Poor  Very poor

3.9. Was appeal procedure implemented in your bureau?

Yes  No  I am not sure

3.10 .How often was the appeal procedure practical?

Always  Rarely  Not at all  I don't know

3.11. If you have any additional idea: \_\_\_\_\_

#### Part four: The Benefits of ROPA

Please put tick mark (√) in one of the following boxes.

4.1. What opinion do you have to wards ROPA system?

Highly positive  Positive  Neutral   
 Negative  Highly negative

Please express your opinion using a tick mark /√/ against each item.

S. No	Items	5	4	3	2	1
4.2	If your response to item 4.1 is highly negative or negative what is your justification?					
1.	ROPA can not be practical					
2.	ROPA focuses only on results					
3.	The purpose of ROPA was not clear					
4.	It sets challenging goals					
5.	It may result in down sizing					
6.	The performance was not assessed objectively					
7.	It required a lot of resources					
8.	Over burden both managers and employees					
9.	The rewards were not based on performance					
10.	Practically there was no human resource development (HRD) program					

Please response to the following by putting a tick mark/√/ in one of the following boxes.

4.3. Does ROPA have benefits to the employees?

Yes

No

Concerning the benefits of ROPA list of items are presented below. Please express your opinion using a tick mark / √/ against each item.

S. No	Items	5	4	3	2	1
4.4	If your response to 4.3 is "yes" what are the possible out comes (benefits) the employees expected?					
1.	Promotion to higher position					
2.	Salary increase					
3.	Disciplinary action					
4.	Discrimination of high performer from poor performer					
5.	Rewarding the best performers					
6.	Identifying, training and development needs of employees and design strategy of HRD.					

4.5. Any thing you want to add on the benefits that employees should get post ROPA.

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### Part five: Criteria and Standard

Please put a tick mark (√) in one of the following boxes.

5.1 Does your organization have appraisal criteria?

Yes  No  I don't know

5.2. If your response to item 5.1. is "yes", how relevant was the criteria ?

Very high  High  Moderate  Lows  Irrelevant

5.3. Were standards established in advance to the appraisal period?

Yes  No  I don't know

5.4. If your response to question 5.3 is "yes" was performance assessed on the basis of pre established standards?

Yes

No

To some extent

5.5. If you have any additional idea on criteria and standards please specify

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**Part six: Problems Related to ROPA and Ways Out**

6.1. The major problems encountered in implementing ROPA plan were listed below, please rank them in the order of their seriousness. Rate the most critical problem first and the least problem fourteenth.

1. Appraisers over loaded in planning ROPA
2. Too much paper work
3. ROPA consumed time during planning
4. ROPA requires skilled and experienced appraisers
5. Difficulty of preparing objective standards and /or measures
6. Inability of the immediate supervisors to give continuous feed back to the employees
7. Appraisers do not want to go out of the traditional evaluation approach
8. Supervisors did not monitor performance regularly
9. Too much emphasis on quantitative task
10. No procedure appealing incase of Complaint (dissatisfaction)
11. Lack of clarity of purpose of ROPA
12. Frequent turn over of top-management
13. The top-management lack commitment
14. Resistance from employees

**Please indicate the degree of your agreement/ disbarment by putting tick mark (√) against each statement**

S. No	Items	SA	A	N	DA	SDA
6.2.	In order to tackle the problems what means/strategies/ do you suggest?					
a	Capacitating appraisers					
b	Training of appraisees					
c	Commitment and support of top management					
d	Allocating necessary resources					
e	Implementing BPR /business process-reengineering)					
f	Participation of employees in ROPA Plan					
g	Evaluating the effectiveness of the system annually					
h	Establishing continuous monitoring of performance					
i	Establishing objective measures					
j	Rewarding good performer					
k	Giving performance feedback to employees					

6.4. Any thing you want to add on problems related to planning and implementation of ROPA system: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

# Appendix-B

## Yuunivarsiitii Finfinnee

### Baruumsa digirii Lammaffaa

#### Kollejjii Barnootaa

#### Muummee Barnoota Karooraafi Haggansaa

Gaafin kun kan guuttamu hojjattoota, bakka bu'oota siviil saarviisii fi hoggantoota biirolee/komishinii Oromiyaatiin.

#### *Kabajamtoota,*

Gaafileen kunnin kan qophaayan qoannoo (thesis) mataduree "Naanno Oromiyaa Keessatti hooggansa madaallii raawwii karoora hojii bu'aa irratti xiyyeeffateef" (HMRKHBIAX) ragaa barbaachisu waltiqabuuf. Kaayyoon qoannoo MRKHBIX Naannoo keessatti akkamitti akka hoogganamaa jiru madaaluufi rakkoolee raawwii keessatti qunnaman addan baasuuf. Firiin qo'annoo kanaa naanichatti MRKHBIX ilaal chisee karooraafi tarsiimoo sirrii ta'e diriirsuuf gahee guddaa qaba. Qulqullinnafi aman tumman deebiin isin kennitan galma gahiinsa qo'annoo kanaatiif nigumaacha. Deebiin keessan iccitiin kan qabamu yoota'u qo'anno kana qofaaf oola. Kanaafuu barataan qo'anicha gaggeesu gaafii hundaa akka guuttan kaba jaan isin gaafata.

#### *Huba chiisa.*

- Maqaa keessan barreessuu hin bar bachisu.
- Yoo xumurtan nama bakka bu'etti naaf kennaa.

Deeggarsa keessaniif Galatoomaa!



Lakk	Hima	BS	S	JG	SM	GSM
f	Kaayyon hojjataa kaayyoo waajji richaa wajjin walti dhufeenna qaba					
g	Kakaumsa raawwii ni'uuma					
h	Kaayyicha raawwachun tattaf guddaa gaafata/challenging/					
i	kaayyichi kan hojii irra ooluufi irra/bira/ga'amuu danda'amu					
2.2.	Kaayyoo hojjataa/raawwii/ qophessu keessatti qaamonni armaan gadii ni hir maatu	<b>BS</b>	<b>S</b>	<b>JG</b>	<b>SM</b>	<b>GSM</b>
a	Hoogganaa Biiroo/komishinii					
b	Hoogganaa muummee/Tajaajilaa					
c	Hoogganaa dhihoo					
d	Hojja ticha					
e	Hoogganaa dhiyoofi hojjatichi qindoominnan kaayyii chaa qopheessu					

**Mallattoo (✓) saanduqa keessa kaayuun yaada kee ibsi.**

2.3. Faayidaan kaayyoo hojjatichaa Kaayyoo waajjiraa irraa maddisiisuu maal jettee yaadda?

	Eeyyee	Miti
a. Walitti dhufeenna (consistency)kayyoleeni Uuma	<input type="checkbox"/>	<input type="checkbox"/>
b. Raawwin hojjatichaa galma gahiinsa karoora waajjiri chaatiif ni gumaacha	<input type="checkbox"/>	<input type="checkbox"/>
c. Marii gama lamaanii/two-way communication) ni cimsa	<input type="checkbox"/>	<input type="checkbox"/>
d. Hoogganaa dhiyoofi hojjaticha jidutti walitti dhufeenna gaarii uuma.	<input type="checkbox"/>	<input type="checkbox"/>
e. Qindoominna (walitti dhufeenna) kaayyolee hojjataafi wajjiricha (integration of individual and orgnaizational objectives) ni cimsa	<input type="checkbox"/>	<input type="checkbox"/>
f. Hojjaticha ni Onnachiisa (enhance employee's motivation)	<input type="checkbox"/>	<input type="checkbox"/>

2.4. Kaayyoo madaallii karoora raawwii hojii buaa irratti xiyyeefate/MRKHBIIX/ irratti yaada dabalataa yoo qabaatte ibsi. \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

## Kutaa sadi: Hooggansa MRKHBIX (ROPA)

**Hima armaan gadii fudhachuu/mormuu kee mallattoo /√/ guutuun (teesisuun) ibsi.**

Lakk	Hima	BS	S	JG	SM	GSM
3.1.	Hojjataa enutuu madaalaa?					
a	Hoogganaa Biiroo/Komishinii					
b	Hoogganaa hoogganaa dhihoo					
c	KutaaBulchiinsa Hojjattootaa					
d	Hoogganaa dhihoo					
e	Hiriyoota hojjatichaa					
f	Hojjatich Ufumaa of madaala					
g	Kannen asii olii hundinuu (360 <sup>0</sup> ) nimadaalu					

3.2. Waajjira/Muummee/ Tajaajila/ kee keessatti hooggantoonni MRKHBIX karoorsuufi hojii irra oolchuuf beekkumsaafi muxannoo gahaa qabuu?

Eeyyee

hiqabaan

Ani hinbeeku

**Mallatto (√) fayyadamuun yaada kee ibsi.**

Lakk	Hima	BS	S	JG	SM	GSM
3.3.	Yoo deebiin kee kan lakk 3.2 hin qaban yoo ta'e sababni isaa maal?					
a	MRKHBIX yaada haarawa waan ta'eef					
b	Hooggantoonni sirna madaallii gaggessan MRKHBIX irratti leenjii tokko illee hin arganne					
c	Hooggantoonni waajjiraaf haarawa waan taaniif					
d	Hooggantoonni eddof haarawa waan taaniif					
e	Hooggantoonni bekumsaafi muxannoo dabalataa fudhachuuf waan hinqophaniif					
f	Hooggantoonni Olaanoon/top mgt) leenjiifi wal/jijjirraa muxannoo namoota madaalaniif qindeessuu waan dadhabaniif					
g	MRKHBIX irratti leenjiin hooggantootaaf kenname gahaamiti					
h	Hooggantoonni madaallii durii keessaa bahuu waan hin bar baannef					
3.4.	Rakkoo kana diqqeesuf tarkaanfiin biiroon fudhate maal?	BS	S	JG	SM	GSM
a	Waajjira caffeetti gabaase					
b	Biiroo iaarsa dandeetitti gabaase					
c	Kannen madaalani leenj in gahaan kenname					
d	Teeknika MRKHBIX irratti hubannow ga baabaa kenname					
e	Hooggantoonni sirna MRKHBIX akka hojii irra oolchan godhame					
f	Tarkaan homtuu hinfudhatamne					

Lakk	Hima	BS	S	JG	SM	GSM
3.5	Akka yaada keetiitti hanqinna beekumsaafi muxanoo kana diqeessuuf maaltuu godha muu qabaa?					
a	Dandeettii hooggantoota madaalanii leenjiin Cimsuu					
b	Waljijjiirraa muxanno gindeessuu					
c	Hooggantoot a dhihoo haarawa ramaduu					

**Himoota armaan gadii dubbisuun mallattoo (✓) saanduqa keessa kaa yuun yaada kee ibsi.**

3.6 Biiroo kee keessatti sirni hordoffifi too wannoo diriiree jiraa? Eeyyee Miti

- a. sirni hordoffifi towannoo hin diriirre
- b. sirnich diriiree jira
- c. sirnich hojii irra oolaa hinjiru
- d. Hooggantoonni dhiyoo yeroo tokko tokko qofa raawwii xiintallu /monitor/
- e. sirnich hordoffii haaluma karoora idleentiin hojiiirra oolee jira

3.7. Yoo hordoffin hojii irra oolee jiraate hoogganaan dhihoo yeroo hagamiin raawwii hordofaa?

- a. Gayyaa guyyaan
- b. Torbaaniin
- c. Torbaan lamaan
- d. Ji'aan
- e. Kurmaanaan
- f. Ji'a jahaan
- g. Waggaan
- h. Hordoffin idilee hinjiru

3.8. Madaallii booda hojjataa wajjiin mari'achuun (appraisal interview) hojjataaf haala raawwii isaa odeefannon/feedback/ nikennamaafii?

Eeyyee nikenna ma  miti hin kennamu  eeyye hagam to kko

3.9. Waajjira kee keessatti qabxii madaallii akkamitti laaltaa?

- Baayyee gaariidha
- Garii dha
- Jiddu galeessa
- Gad'aanaa dha
- Baayyee gad aanaa dha

3.10. Madaallii booda hojjataan qa bxii kennamefitti hin quufne iyyachuu akka danda'u sirni iyyannoo hojii irra oolee jiraa?

Eeyee yeroo hunda hojiirra nioola  Yeroo tokko tokko hojiirra nioola   
 Hojii irra hin oolu  Ani hin beeku

**Kutaa Afur: Faaydaa MRKHBIX**

**Hima armaan gadii heega dubbisteen booda mallattoo (√) fayyadamuun yaada kee ibsi.**

4.1. Ilaachi atin sirna MRKHBIX irratti qabdu maal fakkaataa?

Haalaan gaariidha  Gaariidha   
 Jiddu galeessa  Gaarii miti   
 Baayyee badaa dha

**Mallattoo (√) fayyadamuun deegarsa/mormii kee ibsi.**

Lakk	Hima	BS	S	JG	SM	GSM
4.2.	Deebiin kee 4.1 baayyee badaa ykn Gaarii miti yoota'e sababni ke maalii dha?					
a	MRKHBIX hojii irra ooluu hindandau					
b	MRKHBIX bu'a qofa irratti xiyyee fata					
c	Kaayyoon MKRHBIX iffaa miti					
d	MRKHBIXn galma ulfaataa (challenging) ta'e qaba					
e	MRKHBIX keessatti hojjataa dhidhisuun jiraachuun dandaa'					
f	Raawwiin sirriitihin madaa lamu					
g	MRKHBIX, hojii irra oolchuun qabeenna guddaa barbaada					
h	Hooggantotaafi hojjattotatti hojii baayyisa.					
i	Badhaasni kennamu bu'a madaalli iraatii kan hundaayee miti.					
j	Qabatamatti sagantaan misoomni humnaa namaa (HRD) hojii irra hinoolle					

**Mallattoo (√) eddoo bar baachisutti fayyadamuun yaada kee ibsi.**

4.3. MRKHBIX hojjataaf bu'aa qabaa?

Eeyyee niqabaa   
 Hinqabu

**Mallattoo (√) fayyadamuun deegarsa/mormii kee ibsi.**

<b>Lakk</b>	<b>Hima</b>	<b>BS</b>	<b>S</b>	<b>JG</b>	<b>SM</b>	<b>GSM</b>
4.4.	Buaan ykn faaydaan MRKHBIX maaliidhaa?					
a	Guddinna hojjataa gara eddoo olaanaa					
b	Dabala mindaa					
c	Tarkaanfii naamusaa					
d	Hojjataa cimaafi dadhabaa addan baasuu					
e	Hoojjataa cimaa/the best performer/ badhaasuu					
f	Fedhii leenjiifi misooma humna namaa addan baasuun karoora misooma humna namaa qopheessuu					

4.5. Buaan /faaydaa/ MRKHBIX irratti kan dabaluu barbaaddu yoo jiraate.

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**Kutaa shan: Ulaagaafi sodarkaa/criteria and standards/**

**Mallattoo (√) saanduqa keessatti fayya damuun yaada deeggarsaa/mormii ibsi.**

5.1. Waajjirri kee ulagaa madaalli/criteria/ niqabaa?

Eeyee niqaba  Hin qabu  ani hinbee kuu

5.2. Deebiin kee kan lakka 5.1 'eeyee' niqaba yoo ta'e ulaagich (criteria) hangam gal maa waajjiraa wajjiin waliti dhufeenna qaba?

Baayee walitti dhufa  walitti dhufa

Jiddu galeessa  Walti dhufiinsi diqqaadha

walti dhufeenna hinqabu

5.3. Sirna MRKHBIX kessatti sadarkaan/standard/ yeroo madaallii dura niqophayaa?

Eeyyee niqophaaya  Hinqophaayu  ani hinbecku

5.4. Deebin kee gaafii gubbaatiif 5.3 eeyyee yoo ta'e raawwin istaandardi dursee qo phaayee irratti hundayaa?

Eeyyee

Miti

Xiqqoo isii irratti hundaaya.

5.5. Ulaagaafi Istaandardii irratti yaada dabalataa yoo qabaattee. \_\_\_\_\_

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**Kutaa Jaha: Rakkoolee MRKHBIX**  
**Mallattoo (✓) fayyadamuun yaada kee ibsi.**

Lakk	Hima	BS	S	JG	SM	GSM
6.1	MRKHBIX hojii irra oolchuu keessatti rakkooleen qunnaman maalii dhaa?					
a	Sirnichaa karoorsuufi raawwii irratti hooggantoni hojiin qobaman					
b	Hojii woraqaattu baayyata					
c	MRKHBIX gopheessun yeroo baayyee nama irraa guba					
d	Raawwiin isaa sistamawaa miti (it is mechanical)					
e	Karooraa fi raawwiin MRKHBIX hooggantoota ogummaafi muxannoo cimaa qaban bar baada					
f	Istaandardiifi safartuu sirrii (objective) qopheessun rakkisaadha					
g	Sirnichaa Odeesfanno gahaa ittifufiinsan kennuu dodhabuu					
h	Ulaagaan sirrii ta'e qophaayuu dhabuu					
i	Xiyyee fannoo guddaa hojii safaramuuf kennuu					
j	Sirni iyyannoo (Komii) diriiruudhabuu					
k	Kaayyoon MRKHBIX ifaa ta'uu dhabuu					
l	Hooggansi olaanaan / top management/ yerooyeroon jijjiramuu					
m	Hoggontoonni kutannoo dhabuu					
n	Hojjatoon jijjii rama afoo dhaabbachuu					

6.2. Malli rakkoolee kannen ittin toowatan ykn diqqessan nijiraa?

Eeyyee  Hinjiru  Ani hinbee ku

**Yaada kee mallattoo (✓) kaa'uun ibs.**

Lakk	Hima	BS	S	JG	SM	GSM
6.3.	Yoo gaafii gubbaatiif (6.2) deebiin kee eeyye ta'e rakkoolee qunnamaniif yaadni furmaataa maal?					
a	Dandeetti hooggantootaa cimsuu					
b	Hojjattota leenjisu					
c	Kutannoo fi deeggarsa hooggantoota olaanaa					
d	Qabeen nabarbaa chisu ramaduu					
e	Adeemsa hojii bu'uraa (BPR) hojii irra oolchuu					
f	Hojjattoota MRKHBIX irratti hirmachisuu					
g	Bu'a qabeessumma /effectiveness/ sirnichaa wagga waggan madaaluu					
h	Sirna hordoffii ittifufaa /continuous monitoring of performance/ hundeesuu					
i	Safartuu dhan sirriita'an qopheessuu phoo ssuu					
j	Hojjataa cimaa badhasuu					
k	Odeefannoo raawwii yeroon hojjattotaaf kennuu					

6.4. Yaada dabalataa karooraa fi Raawwii MRKHBIX irratti yoo qabaattee.

**Appendix-C**  
**Addis Ababa University**  
**School of Graduate Studies**  
**College of Education**

***Department of Educational Planning and Management***

**An Interview Guide for Top Management and Focal Persons**

2. Is ROPA implemented in your Bureau?
3. If it is not implemented, what is the reason (s)?
4. Who sets objectives for suburbanites? and who evaluate the subordinates?
5. What is the opinion of employees to wards ROPA?
6. Concerning ROPA, was there any training program?
7. What were the main purposes of the training?
8. Who participated in the program?
9. What are the merits and demerits of ROPA?
10. Are there any comments you would like to make on managements of ROPA at:
  - a) your bureau? \_\_\_\_\_  
\_\_\_\_\_
  - b) the region \_\_\_\_\_  
\_\_\_\_\_

**Thank you!**

## Appendix - D

### Advantages of Deriving Performance Objectives from that of Organization

No	Item	Responses							
		Management (Appraisers)			Subordinates (Appraisees)			D= r <sub>1</sub> -r <sub>2</sub>	D <sup>2</sup>
		f <sub>1</sub>	%	R <sub>1</sub>	f <sub>1</sub>	%	r <sub>1</sub>		
1	Enables to set challenging objectives	49	98	2	143	79	3	-1	1
2	Performance of individual contributes to over all organizational goals	50	100	1	155	85.63	1	0	0
3	Encourages two-way communication	48	96	3	150	82.87	2	1	1
4	Creates conducive atmosphere	47	94	4	140	73.35	5	-1	1
5	Ensures integration among individual, departmental and organizational strategic objectives	45	90	5	121	66.85	6	-1	1
6	Stimulates high standards of performance	43	86	6	142	77.9	4	2	4
<b>Σ D<sup>2</sup>=</b>									<b>8</b>

$$\begin{aligned}
 r_s &= 1 - \frac{6 \Sigma D^2}{N(N^2-1)} \quad \text{at } df=4 \text{ and } \alpha = 0.05 \text{ (two tailed)} \\
 &= 1 - \frac{6 \times 8}{6(36-1)} \quad r_{s \text{ crit}} = 0.881 \\
 &= \frac{1-48}{210} \quad r_{s \text{ crit}} > r_{s \text{ obt}} \\
 r_s &= \underline{0.77}
 \end{aligned}$$

## Appendix E

### Frequency of implementing appeal procedure

No	Items	Responses in frequency and percentage							
		Management (Appraisers)			Subordinates (Appraisees)			D= r <sub>1</sub> -r <sub>2</sub>	D <sub>2</sub>
		f <sub>1</sub>	%	r <sub>1</sub>	f <sub>2</sub>	%	r <sub>2</sub>		
1	Always practical	16	32	1	46	25.41	2	-1	1
2	Rarely practical	15	30	2	59	32.61	1	1	1
3	Not practical at all	12	24	3	38	20.99	3	0	0
4	I don't know	7	14	4	38	20.99	3	1	1
	Total	50	100		181	100			

$$\Sigma D^2=3$$

$$r_s = 1 - \frac{6 \Sigma D^2}{N(N^2-1)} = 1 - \frac{6*3}{4(4^2-1)}$$

$$r_s = 0.70$$

## Appendix-F

### Appraisal Criteria

No	Items	Responses in number and percentage					
		Management (Appraisers)		Subordinates (Appraisees)		df	$\chi^2$ value
		N <sup>o</sup>	%	N <sup>o</sup>	%		
1	Whether organization has appraisal criteria						
	Yes	34	68	90	49.73	2	5.498
	No	6	12	41	22.65		
	I don't know	10	20	50	27.62		
	Total	50	100	181	100		
2	If yes to No 1, how relevant was the criteria?						
	Very high	8	23.53	24	26.67	4	2.49
	High	7	20.59	26	28.89		
	Moderate	16	47.06	29	32.22		
	Low	2	5.88	7	7.78		
	Very low	1	2.94	4	4.44		

N	options	N <sub>1</sub> =5	N <sub>2</sub> =5		
x	mean	x <sub>1</sub> = 6.8	x <sub>2</sub> = 18		
S <sup>2</sup> <sub>x</sub>	variance		S <sup>2</sup> <sub>x1</sub> = 35.7	S <sup>2</sup> <sub>x2</sub> = 134.5	
			df=8		
			t <sub>obt</sub> =	$\frac{x_2 - x_1}{\sqrt{(N_1 - 1)S_{x1} + (N_2 - 1)S_{x2} (1/N_1 + 1/N_2)}}$	
			t <sub>obt</sub> =	$\frac{18 - 6.8}{(5 - 1)35.7 + (5 - 1)134.5(1/5 + 1/5)}$	
			t <sub>obt</sub> =	<u>1.921</u>	

## Appendixes - G

Whether ROPA has benefits to employees

No	Items	Responses					
		Management (Appraisers)		Subordinates (Appraisees)		df	X <sup>2</sup> value
		No	%	No	%		
1	Does ROPA have benefits to employees?						
2	Yes	36	72	125	69.06	1	0.159
	No	14	28	56	30.94		
	Total	50	100	181	100		

Respondents	Responses	
	Yes	No
Management	36	14
Subordinates	125	56

50  
181  
231

$$X^2 = \sum (f_o - F_e)^2 / f_e = (36 - 34.85)^2 / 34.85 + (14 - 15.15)^2 / 15.15 + (125 - 126)^2 / 126 + (56 - 54.85)^2 / 54.85 = 0.159$$

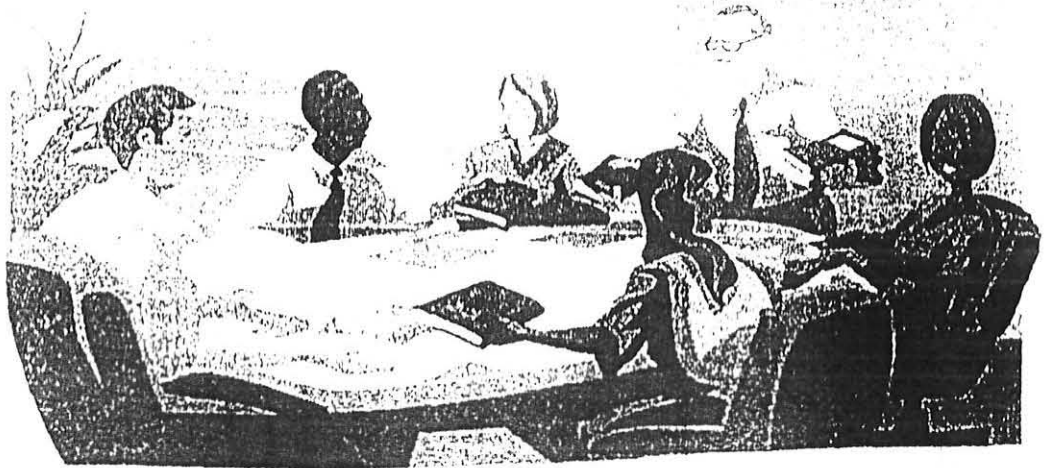
Appendix H

ግብርና ስራ ስርዓት

ብዕድህ ስራ የሰራ አመራር

ስርዓት

ብዕድህ ስራ የተቋም የአቅድ አፈፃፀም ምዘና



የስልጠና ሰነድ

መጋቢት 1997

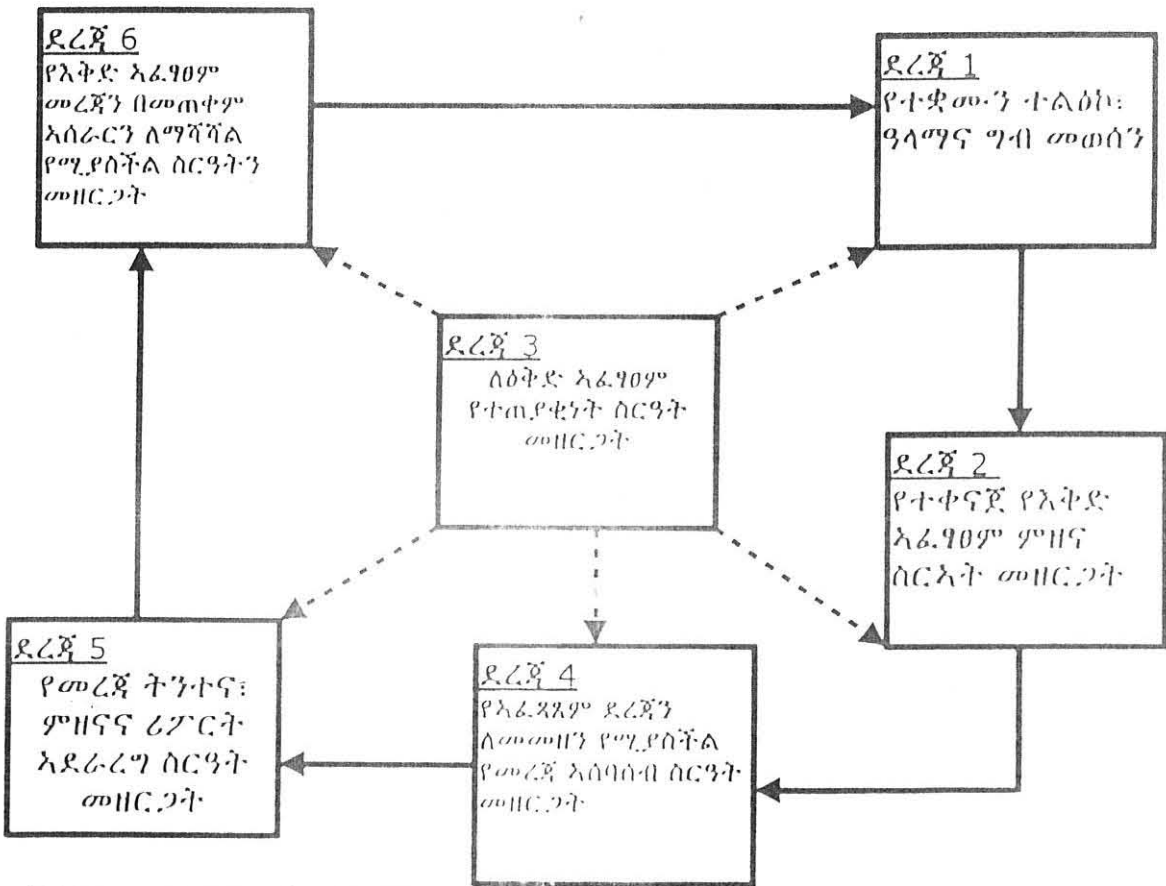
## ክፍል አንድ

### 1. ውጤት ተኮር የስራ አመራር ስርዓት ምንነት መረዳት

#### 1.1. ውጤት ተኮር የስራ አመራር ምንድነው?

ውጤት ተኮር ስራ አመራር፡ ለዕቅድ አፈጻጸም መሻሻል፣ ቀጣይነት ያለው ስትራቴጂን የዕቅድ አፈጻጸም ግብ መጣልን፣ የዕቅድ አፈጻጸምን መመዘን፣ የዕቅድ አፈጻጸም መረጃ መሰብሰብን፣ መተንተንን፣ መከለስንና ሪፖርት ማድረግን እንዲሁም ያንን መረጃ ለዕቅድ አፈጻጸም ማሻሻያነት የመጠቀም ሂደትን የሚያጠቃልል ስልታዊ አካሄድ ነው።

ውጤት ተኮር የስራ አመራር ስርዓት የሚከተሉት ደረጃዎች አሉት



ስዕላዊ መግለጫ 1 ውጤት ተኮር የስራ አመራር ስርዓት ደረጃዎች

ከላይ በስዕላዊ መግለጫው ላይ እንደሚታየው ውጤት ተኮር የሥራ አመራር (Performance Based Management) እርስ በእርሳቸው ተደጋጋፊና ተያያዥ በሆኑ ስድስት ደረጃዎች ላይ የተመሠረተ ነው። እነሱም፦

1.1.1. የተቋምን ተልዕኮ፣ ዓላማና ግብ መወሰን (ስትራቴጂክ ዕቅድ ማዘጋጀት)

ውጤት ተኮር ሥራ አመራር Performance Based Management መነሻውና መሠረቱ ስትራቴጂክ ዕቅድ ነው። በመሆኑም ተቋማት ውጤት ተኮር ሥራ አመራርን ተግባራዊ ለማድረግ አስቀድሞ የተቋሙን ተልዕኮ፣ ዓላማና ግብ ያካተተ ስትራቴጂክ ዕቅድ ሊኖር የግድ ነው። ስትራቴጂክ ዕቅድ የተቋም የበላይ አመራር ከተለያዩ አቅጣጫዎች የሚገኙ መረጃዎችን በመጠቀም ስለተቋማቸው የወደፊት ዕጣ ፋንታ የሚወስኑበት፣ ወደተቀመጡ ዓላማዎችም ለመድረስ የአሠራር ዘዴዎችና ሂደቶች አስቀድመው የሚዘጋጁበት እና የመጨረሻው ውጤትም እንዴት እንደሚለካ የሚገለጽበት ደረጃ በመሆኑ ሥራ አመራሩ፣ ሠራተኞችና ተገልጋዮች ሥራዎች ለምን ዓላማ እንደሚሰሩ፣ እንዴት እንደሚሠሩና በሌሎች ተመሳሳይ ጉዳዮች ዙሪያም የጋራ ግንዛቤ ጨብጠው እንዲንተሳተሱ ያግዛቸዋል።

1.1.2. የተቀናጀ የዕቅድ አፈጻጸም ምዘና ሥርዓት መዘርጋት፣

የዕቅድ አፈጻጸም ምዘና ዕቅድን ተክትሎ የሚመጣ የሥራ አመራር ሂደት ወሳኝ ደረጃ ሲሆን አስቀድሞ በተቋሙ የተቀመጡ ዓላማዎች በስራተኛ፣ በቡድን፣ በመምሪያ ወይም በስራ ዘርፍና በተቋም ደረጃ በምን ሁኔታ እየተፈጸሙ እንደሆነ በመለካት የተገኙ ጠቃሚ የሆኑ መረጃዎችን በየጊዜው ለአፈጻጸም መሻሻል የምናውልበት ሥርዓት ነው።

1.1.3. ለዕቅድ አፈጻጸም የተጠያቂነት ሥርዓት መዘርጋት፣

ተቋማት፣ የሥራ ዘርፎችና ግለሰቦች ለሚያሳዩት መልካም አፈጻጸም ተሸላሚ እንደሚሆኑ ሁሉ ለሚፈጽሙት ጉድለትም እንደአስፈላጊነቱ ሊጠየቁ የሚችሉበት ስርዓት ከሌለ ውጤት ተኮር የሥራ አመራር ስርዓት የተሟላ ሊሆን አይችልም። በመሆኑም ተጠያቂነት ማለት በግለሰብ፣ በሥራ ዘርፍ ወይም በተቋም ደረጃ የተሰጠን ሥልጣንን ተጠቅሞ ኃላፊነትን



## 1.2.ውጤት ተኮር የዕቅድ አፈጻጸም አመራር /Performance Management/ ሂደት

ውጤት ተኮር የዕቅድ አፈጻጸም ሥራ አመራር /Performance Management/ ተቋሞች፣ የሥራ ዘርፎች፣ ቡድኖችና ሠራተኞች በተወሰነ የምዘና ወቅት ውስጥ የሚያከናውኑት የሥራ ዕቅድ ተለይቶ የሚዘጋጅበት፣ ዕቅዶች በሚፈጸሙበት ወቅት ድክመቶችና ጉድለቶች እንዳይከሰቱ አስቀድሞ ተገቢው ክትትልና ድጋፍ የሚደረግበትና ጉድለቶችም ሲከሰቱ ወዲያውኑ የሚታረሙበት፣ ጠንካራ የአፈጻጸም ጎኖች የሚበረታቱበት፣ የዕቅዱ ፈጻሚዎች የተሰጣቸውን የሥራ ዕቅድ በሚፈለገው ውጤት ያከናወኑ መሆኑ እንደሁኔታው በጋራ ወይም በተናጠል የሚለካበት እና ከተገኘው ውጤት በመነሳት በቀጣይ የዕቅድ አፈጻጸምን ለማሻሻል ሠራተኞች ማበረታቻ እንዲያገኙ የሚደረግበት የማያቋርጥ የአሠራር ሂደትና ዘዴ ነው።

### 1.2.1. የዕቅድ አፈጻጸም ሥራ አመራር ሂደቶች

ውጤትን መመዘን ወይም መለካት (Rating) ከእቅድ አፈጻጸም ሥራ አመራር ሂደቶች ውስጥ አንዱ እና እንዲያውም ከጠቀሚታው አንጻር ሲታይ በዝቅተኛ ደረጃ የሚፈረጅ ሆኖ ላለ በተለምዶ ብዙዎች የዕቅድ አፈጻጸም ሥራ አመራርን በቁጥጥር ላይ በማተኮር የዕቅድ አፈጻጸም ምዘና የማካሄድ ሥራ ብቻ አድርገው ሲመለከቱት ይስተዋላል። ነገር ግን የእቅድ አፈጻጸም ሥራ አመራር /Performance Management/

ሥራን ሳያሰልሱ የማቀድና የሚጠበቁ ውጤቶችን አንጥር ማውጣት፣ (Planning)

የዕቅድ አፈጻጸምን በተከታታይ ክትትል ማድረግ (Monitoring)፣

የመፈጸም አቅምን ማሳደግ (Developing)፣

በየጊዜው አፈጻጸምን መለካትና ደረጃ መስጠት (Rating)፣ እና

ለጥሩ የዕቅድ አፈጻጸም ዕውቅና መስጠትን (Rewarding)

ያካተተ የማያቋርጥ ሂደት ነው።

## Declaration

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

Name Ousman Jemma

Signature 

Data 20/07/2007

This thesis has been submitted for examination with my approval as a University Advisor.

Name Wossenu Yimam (Ph.D)

Signature \_\_\_\_\_

Data \_\_\_\_\_