



ADDIS ABABA UNIVERSITY  
SCHOOL OF COMMERCE  
DEPARTMENT OF HUMAN RESOURCE MANAGEMENT  
POST GRADUATE STUDIES PROGRAM

**EFFECT OF PERFORMANCE MANAGEMENT PRACTICE ON JOB SATISFACTION  
OF CIVIL EMPLOYEES IN THE MINISTRY OF DEFENSE HUMAN RESOURCE  
MANGEMENT MAIN DEPARTMENT**

**A Thesis Submitted to Addis Ababa University, School of Commerce in  
Partial Fulfillment of the Requirements for the Degree of Master of Arts in  
Human Resource Management (HRM)**

**BY:**

**KELIFA KEMAL**

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JULY, 2021

ADDIS ABABA, ETHIOPIA

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## DECLARATION

I, Kelifa Kemal, hereby declare that this is my original work prepared under the guidance of my advisor Wubeshet Bekalu (PhD). I confirm that the thesis has not been submitted to any other college or university. All sources of materials used for the thesis have been duly acknowledged. It is submitted for the Master of Arts Degree in Human Resource Management in Addis Ababa University School of Commerce.

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Date

## CERTIFICATION

This is to certify that Kelifa Kemal has properly completed his thesis entitled “**Effect of Performance Management Practice on Job Satisfaction of Civil employees in the Ministry of Defense Human Resource Management Main Department**” and submitted it in partial fulfilment of the requirements for the Degree of Master of Arts in Human Resources Management (HRM), compiles with the regulations of university and it meets the accepted standard with respect to originality and quality.

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## **DEDICATION**

I dedicated this thesis to my late mother Workie, Gold tested by fire; you were also tested in life. You did pay too many sacrifices in my life. However, ideally I could not able to pay for expensive maternity. The success I have now achieved was actually your dream yesterday but you were unable to see the achieved reality. Let you Rest in peace Mom.

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## **ACRONYMS**

BARS - Behaviorally Anchored Rating Scales

EPDR – Ethiopian People’s Democratic Republic

FDRE – Federal Democratic Republic of Ethiopia

HR – Human Resource

ICT – Information Communication Technology

KSA – Knowledge, Skill, Ability

PMP – Performance Management Practice

SMART – Specific, Measurable, Attainable, Realistic and Time

SPSS – Statistics Package for Social Science

Std. D – Standard Deviation

UK – United Kingdom

USA – United States of America

## **ABSTRACT**

*The purpose of this thesis is to identify the effect of performance management practice on job satisfaction of civil employees in the Ministry of Defense Human Resource Management main department. The thesis addresses four objectives; these are to assess the performance management practice, to identify the level of job satisfaction, to find out the relationship between performance management practice and job satisfaction and to examine the effect of performance management practice on job satisfaction of civil employees in the Ministry of Defense Human Resource Management Main Department. The present researcher has exploit explanatory research design and both quantitative and qualitative research approaches. Among 133 questionnaires distributed to respondents and 126 were appropriately filled and returned with the rate of 94.7%. The data analysis of the thesis by using IBM SPSS version tools of descriptive and inferential statistics such as frequency, valid percentage, mean, standard deviation, coefficient correlations and regressions were implemented. The correlation result shows that the components of performance management practice of independent and dependent variables have a positive relation with job satisfactions. The regression result also shows that the association between independent variables of performance management practice and job satisfaction was 0.135. This eventually shows a low level effect of job satisfaction as reported by the model. The results finally indicate that the variables of level of job satisfaction, assessing criteria, feedback and ICT system of performance management practice on job satisfaction in the organization wants to improvement. The organization to focus on the selected findings to make necessary improvements to increase employee performance practice on job satisfactions in the organization.*

**Key Words:** *Performance Management, Performance Management System, Performance Management Practice, Performance Review, Job Satisfaction, Civil Employee*

## **CHAPTER ONE**

### **INTRODUCTION**

This chapter deals with the background of the thesis having statement of the problem, objectives of the study, significance of the study, scope of the study, limitations of the study, operational definition of key terms, and finally the organization of the thesis.

#### **1.1 Background of the Study**

Globally, most of the organizations almost all use a performance management system as compared to performance management. The purpose of performance management is to secure better results from the organization, teams and individuals by understanding and managing performance. This is within an agreed framework of planned goals, standards and competence requirements. It is a process for realizing shared understanding about what is to be achieved. It is also approach to manage and developing people in a way that increases the probability that it will be achieved in the short and longer term. It is kept and focused by line management. Performance management can also realize a major contribution to the motivation of people by providing the foundation upon which many non-financial motivation approaches can be built (Armstrong, 2007). The author, in his other work, state that performance management is a forward-looking process primarily concerned with developing people and the systems in which they work to deliver sustained high performance. It is not however just about looking backwardness and improving indifferent or poor performance in the short term (Armstrong, 2009).

Performance management is a continuous task though the effort in a given organization for quality control, in quality based organization; the objective of the performance is therefore an attempt for achievement or fulfillment of the goals rather than established standards (Yohannis, 2016).

An efficient performance management system reasonably equips and energizes the public ensure responsibility for their performance and the success of higher outcomes. It is a strategic and an integrated approach to provide continuous achievement to organizations.

This can be done by improving performance of the people who work in them and by increasing the abilities of groups and individual's influences. Hence, the performance of employees can be managed by exercising a strong performance management system. This is in order to accomplish the organizational objective. The performance management practice and job satisfaction of employees could involve intense resource practices.

In different works by different authors and articles there were different definitions of job satisfaction. Job satisfaction has been thoroughly linked with many organizational phenomena such as motivation, performance, leadership, attitude, conflict, moral etc. (Mosammod, 2011). Employee job satisfaction has been interconnected with how people think, feel and observe their jobs (Spector, 1997). According to (Vroom V. H., 1964), job satisfaction is an orientation of emotions which employees could possess towards the role they are performing at the workplace. The above definition indicates that job satisfactions are quite useful and also quite essential components for employee motivation and encouragement towards better performance for employees to enable achieving the organizational goal.

## **1.2 Background of the Organization**

The Ethiopian Army has long history as it exists over centuries. Emperor Haile Selassie put a corner stone for the institution in the mid-20<sup>th</sup> century. The military institution gradually emerged at ministerial level and realized the Ministry of Defense in 1950's. The successive regimes EPDR (Military rule) and the FDRE consolidated the ministry. It benefits the role of civil servants are administered in civil service commission and which could respect the Defense rules and regulations in the organization. The ministry of defense's five years strategic plan (Defense, 2008) states that in the ministry of defense permanent civil employee's relative with the military 7.79 in per cent. The large number of civil employee's educational level has been certified. It contains 73.38 per cent, diploma level has 19.8 percent, and first degree up to PhD level has less in number. The internal situation of the defense strategic plan underpins that the ministry of defense has an interest to fill the gap of civil employee occupation in the organization and on the weaker side there is no differentiated civil and military employee occupation in the organization and civil employees work at a lower level of organizational structure.

The Ministry of Defense's HR main department is in making effective performance management practice in an organized manner. It is in the course of create a positive feeling in the organizations. According to in the Ministry of Defense's strategic plan internal analysis indicates that job satisfaction of civil employees was low. Therefore, the preparation of this thesis attempts to identify the possible gap in the performance management practice with respect to the job satisfaction of the civil employee in the organization.

### **1.3 Statement of the Problem**

The research problem in the course of the preparation of the thesis is a general statement of an issue meriting research. Its nature suggested appropriate forms for its investigation (Williman, 2006). Performance management system depends on an organizational employee's performance in terms of skill, knowledge and attitude. According to (Armstrong, 2009), the main objective of performance management is to achieve the ability of the employees to the fullest possible in favor of both the employee and the organization, by defining the prospects in terms of roles, responsibilities and accountabilities, required competencies and the expected behaviors.

According to (Mathis & Jackson, 2010), Human resource management is designing management systems to ensure that human talent is effectively used and efficiently accomplish given organizational goals. This implies that Human resource is the most resource and the spine of organizational activities directly or indirectly. The effective employee's management is needed to achieve strategic goals in the organization efficiently. A good performance management practice is positively related to job satisfaction. It uses the tool of increasing and encouraging employees to achieve the deliberate organizational goal. Therefore, the Ministry of Defense is a non- profitable governmental organization and it uses the performance management review in the organization once every year.

According to the ministry of defense's five years strategic plan, internal stakeholder's analysis expresses the civil employees interest; to achieve the organization mission keep the civil employees legal right, their promotional step, work at accountable, transparent and on legal framework. It also suggests that the organization will strongly work on performance management practice, desirable payment and development of civil employees in the

organization. The administrative manual indicates that performance practice has been carried out once in a year at the end of fiscal year of June. But, in the last five years there was no performance management practice in the organization's civil employees. This shows that the employee's promotions and other legal rights were not implemented. And also the organization does not use information technology systems on employee performance practice. This indicates that there was a gap of performance management practice in the organization. Due to poor/ weak performance management practice caused the lack of job satisfaction for entire employees. There was not any study conducted in the Ministry of Defense civil employee that investigated the effect of performance management practice on job satisfaction. The researcher will contribute to in this research to fill the gap. Therefore, this thesis identified that the effect of performance management practice on job satisfaction of civil employees in the Ministry of Defense HR Main Department.

#### **1.4 Research Questions**

The study guided by the following research questions:

- What is the Performance Management Practice of civil employees in the Ministry of Defense Human Resource Management Main Department?
- What is the level of Job Satisfaction of civil employees in the Ministry of Defense Human Resource Management Main Department?
- What is the relationship between Performance Management Practice and Job Satisfaction of civil employees in the Ministry of Defense Human Resource Management Main Department?
- What is the Effect of Performance Management Practice on Job Satisfaction of civil employees in the Ministry of Defense Human Resource Management Main Department?

#### **1.5 Research Objectives**

The aim of this study would have General and specific objectives:

##### **1.5.1 General Objectives: -**

To study the effects of the performance management practice on the job satisfaction of civil employees in the ministry of Defense HR main department.

##### **1.5.2 Specific Objectives:-**

- To explore the Performance Management Practice of civil employees in the Ministry of Defense Human Resource Management Main Department.

- To identify the level of Job Satisfaction of civil employees in the Ministry of Defense Human Resource Management Main Department.
- To analyze the relationship between Performance Management Practice and Job Satisfaction of civil employees in the Ministry of Defense Human Resource Management Main Department.
- To understand the Effect of Performance Management Practice on Job Satisfaction of civil employees in the Ministry of Defense Human Resource Management Main Department.

### **1.6 Significance of the Study**

This thesis would have significance for the following ways.

First, the study helps the ministry of defense HR civil and military managements to revise the current performance management practice, secondly the finding will be used for the whole Ministry of Defense civil employee's performance management practice on job satisfaction and lastly, it will help for the future similar research in the area.

### **1.7 Scope of the Study**

The scope of the thesis was geographically delimited to employees who are working in ministry of Defense HR main department and other six departments. The scope of this research doesn't include the other elements of human resources management programs.

### **1.8 Limitation of the Study**

There were limitations encountered by the researcher during conducting the research. Few respondents were not able to return the questionnaire timely and it was difficult to wait for their return. The other limitations of this thesis have been faced; the global pandemic disease of Covid-19 is one of the challenges and also the study was hypothetically limited.

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

This thesis was organized in five chapters. The first chapter contains introduction, the background of the study, statement of the problem, research questions, objectives, scope, limitation and definition of key terms used in the study. Chapter two, related to the study literature review such as, the concepts, importance, purpose, processes and practices of performance management was discussed. Chapter - 3 provided details of the research

method developed to meet the research aims. In Chapter - 4 the analysis and interpretations of the research was presented. Finally, in Chapter -5 the conclusions, summary and recommendations of the research were presented.

### **1.10 Definition of Key Terms**

**Performance Management:** Performance management is the process of assessing progress toward achieving predetermined goals, while performance management is building on that process adding the relevant communication and action on the progress achieved against these predetermined goals (Mahapatro, 2010).

**Performance Management Systems:** a set of interrelated activities and processes that are treated holistically as an integrated and key component of an organization's approach to managing performance through people and developing the skills and capabilities of its human capital, thus enhancing organizational capability and the achievement of sustained competitive advantage (Armstrong, 2009).

**Performance Review:** is the formal evaluation stage when a review of performance over a period takes place covering achievements, progress and problems as the basis for the next part of the continuous cycle a revised performance agreement and performance improvement and personal development plans. It can also lead to performance ratings (Armstrong, 2006).

**Performance Management Practice:** is a systematic way of communicating to employees on what they are expected to do and what the performance and productivity parameters are (Marsor, 2011) as cited in (Wondwosen, 2017).

**Job Satisfaction:** a positive feeling about a job resulting from an evaluation of its characteristics (Robbins & Judge, 2017).

**Ministry of Defense:** Is one of FDRE government ministerial organizations established in proclamation No. 27/1996 E.C. According to Defense proclamation number 1100/2019. The defense force for the FDRE shall consist of the Ground Force, Air Force, Naval Force and Special operations Force, and include as necessary space and Cyber Forces.

**Civil Employee:** Non-military employee hired and paid salary by the Ministry of Defense.

## **CHAPTER TWO**

### **REVIEW OF LITERATURE**

#### **2.1 Introduction**

This chapter deals about the related literature of performance management practice and job satisfaction of theoretical concepts, empirical studies and conceptual framework of the study discussed;

#### **2.2 Theoretical Overview**

In this chapter the researcher discussed an overview of performance and the definitions, purpose and process of performance management in brief from different books, researches and internet sources. This thesis includes purpose, process of performance management and job satisfactions. Finally, the review of literature supported the study of applicability of performance management practice on job satisfaction in the organizations.

##### **2.2.1 History of Performance Management: A Global Remark**

According to Koontz (1971), the first performance appraisal took place during the Wei dynasty (AD 221-65) when the emperor employed an ‘imperial rater’ whose mission was to weigh the performance of the official family. In the 16th century Ignatius Loyola established a system for formal rating of the members of the Society Jesus. Frederick Taylor and his followers before world war - I, the first formal monitoring systems, developed for the work of rating for Military officers in US armed service was announced in the 1920s, and this spread to the UK, as did some of the factory based US systems introduced. After that, the merit rating came to the fore in the USA and the UK in the 1950s and 1960s, when it was occasionally rechristened performance appraisal. Management by objectives (MBO) then came and went in the 1960s and 1970s and simultaneously, experiments were made with the critical incident technique and behaviorally anchored rating scales. A revised form of results oriented performance appraisal emerged in the 1970s, which still exists today. The term “performance management” was first used in the 1970s,

but it didn't become a recognized process until the latter half of the 1980s (Armstrong & Baron, 2003).

The Bible refers to the evaluation of individual performance in Exodus 35 in approximately 1350 BC wherein the Lord commanded the people of Israel to devote six days of the week to build the Tabernacle (Wiese and Buckley, 1998: 234). The quest for measurements of performance and quality is traced to 27 around 2500 BC when ancient Egyptians started constructing pyramids, which are an engineering feat (Massey, 1999: 2; Brudan, 2009: online) cited by (Sisa, 2014). This shows that performance management has not emerged recently but it was the old science in the world. But, scientifically emerged in the last 50 years.

Scholar's attention on definitions of performance management in different ways but, most of the definitions agree that performance management is the process of organizations goal achieved by employee performance. According to (Armstrong, 2009). Performance management is a systematic process for improving organizational performance by developing the performance of individuals and teams. The same author in his other book defines performance management the process of taking systematic action to improve organizational, team and individual performance (Armstrong, 2010).

Armstrong & Baron state that performance management is "directing and supporting employees to work as effectively and efficiently as possible in line with the needs of the organization". It would guide the employees on how to reach the goals, what are the tasks for that and how to carry out the tasks in an effective manner (Armstrong & Baron, 2005). This indicates that the management and employees are agreed to planning and the process of the performance management system in an organization.

The performance management is the process through which managers ensure that employee's activities and outputs contribute to the organization's goals. The activities shows that providing the feedback to managers and employees may identify performance problems and establish ways to resolve those problems (Noe, 2011).

The above definitions of performance management indicate that the goals of an organization were supporting an organization's continuous process for employees and organizational development. Therefore, performance management in the organization is the contribution of

the whole employees to achieving their mission and vision of the organizational goal in the specific period of time.

### **2.2.2 Importance of Performance Management**

Different scholars agree with the importance of performance management systems in different ways. An effective performance management practice of an organization to review the employee's ongoing performance and development. Its progression chains information gathering through goal completion feedback and discussions (Stauat, 2018). From the above statement the importance of performance management system helps:

- To boost employee commitment

- To create employee growth plans

- To get feedback

- To create SMART approach (Fadil & Gelina, 2012).

### **2.2.3 Purposes of Performance Management**

Performance management can serve six purposes. Those are strategic, administrative, informational, developmental, organizational maintenance, and documentation purposes (Aguinis, 2013). The most fundamental purpose of performance management is to align individual and organizational objectives. It is connected with a method to produce a common vision of the purpose and aims of the organization, helping each employee understand and recognize their part in contributing to them, and in so doing, manage and enhance the performance of both individuals and the organization (Armstrong, 2006). According to (Aguinis, 2013) the six purposes of performance management were listed below.

#### **2.2.3.1 Strategic Purpose**

Performance management systems help top management achieve strategic business objectives. By linking the organization's goals with individual goals, It starts with describing what the organization assumes from individual employee and when the measurements are actually related to the organization's goals, feedbacks are linked with employee's performance for recognize employee training, development and the other issues are what the employee needs and meet frequently to discuss in meeting of the goals.

**2.2.3.2 Administrative Purpose:-** to deliver valid and useful information for making administrative decisions about employees include, salary adjustments, promotions, employee retention or termination, recognition of superior individual performance, identification of poor performers, layoffs, and increases in value.

**2.2.3.3 Information Purpose:** an important means of communication device. Employees are up-to-date about how adequate they were and get information on specific areas that may need to be enhanced. The organization's channel of communication, the supervisor's expectations and what features of work the supervisor believes were most important. Therefore, this indicates that the effective communication system is useful for an effective relationship in both directions to simplify any issues in the organization.

**2.2.3.4 Developmental Purpose:** an important component of a well-implemented performance management system. It serves as a basis for developing employees' knowledge, ability and skills. Effective performance feedback makes employees alert of their strengths and the areas in which they can improve. Discussing the ranges in which all employees fall short can help the employees and their management uncover the source of problems and identify steps for improvement. Though deliberating weaknesses may feel uncomfortable, he/she is essential for a developmental purpose. This shows that a positive performance management system is implemented in the organization to utilize an effective employee development plan.

**2.2.3.5 Organizational Maintenance Purpose:** The primary means through which truthful talent inventories can be gathered. Considering future training needs, evaluating performance achievements at the organizational level, evaluating the effectiveness of human resource management interventions and planning effective workforce. It also focuses on the loose parts of the organization that need improvement and making a plan for changing those things (Aguinis, 2013).

**2.2.3.6 Documentation Purpose:** It allow organizations to collect useful information that can be used for several documentation purposes and helps for the important administrative judgments and measures the analytical truth for newly proposed selection instruments to make administrative decisions (2021).

## **2.2.4 Processes of Performance Management**

According to (Aguinis, 2013) and (James, 2009) performance management is a continuous process. There are six basic components of the performance management processes as follows.

### **2.2.4.1 Prerequisites**

The component of performance management process involves two prerequisites.

These are a need to have good knowledge of the organization's mission and a need to have good knowledge of the job. It adds a good team knowledge of organizations employees to make a positive work and work environment in organization and for individual job performance knowledge, skills, and abilities (KSAs) are needed to perform the organization job effectively to succeed the mission of the organizational objects.

### **2.2.4.2 Performance Planning**

Performance planning includes among others the consideration of results and behavior of a developmental object's plan creation of the organization. These issues need to be considered at the team level: the results expected of the team, behaviors expected of team members, and developmental objectives to be achieved by the team and its members. Its aim is the upgrading of its internal decision-making processes, and team members may have the specific goal to improve Knowledge, skills and ability, which help to develop the team's decision-making process in advance.

### **2.2.4.3 Performance Execution**

Available teams are only responsible for performance execution; however, when a team has a supervisor, then both the team and the supervisor share responsibilities for performance execution. Team members are responsible for being prepared for the performance review by conducting regular and realistic peer appraisals. The supervisor has responsibilities for observing and documenting team performance and the relative contribution of the team members. This indicates that the team member and supervisors to execute the performance reviews depends on the employee performance of the review period (Armstrong, 2009).

#### **2.2.4.4 Performance Assessment**

It should be interlinked that team member must evaluate one another's performance as well as the performance of the overall team. Peer evaluations are a key component of the assessment stage because they lead to higher levels of workload sharing, cooperation, and performance. The team member's involvement in the evaluation process raises the members' possession and obligation to the performance assessment system (Armstrong, 2009).

#### **2.2.4.5 Performance Review**

This takes place when the team members meet with the supervisor or manager to discuss how they have been working. In the reviewing time the management made at least two meetings. The first meeting the supervisor meets with all members of the team together and the second meeting, the supervisor meets each team member individually. This focus meeting focuses on to debate the general team performance including results achieved by the team as an entire and individual's accomplishments donated to team performance (Armstrong, 2009).

#### **2.2.4.6 Performance Renewal and Re-contracting**

This component is identical to the performance planning stage; though, performance renewal and re-contracting uses information gathered during the review time to make modifications as needed and new basic responsibilities and abilities may be included either up or down (Armstrong, 2009).

### **2.3 Performance Management System**

Performance management system is a set of interrelated activities and the processes that are holistically treated as a cohesive and key factor of an organization's approach to managing performance through people and developing the skills and capabilities of its human capital to increase organizational proficiency and the achievement of sustained competitive advantage (Armstrong, 2009). This indicates that the performance management system works towards the improvement of the overall organizational performance by managing the performances of teams and individuals for ensuring the achievement of the organizational goals.

## The Linkage of Performance Management and Appraisal.

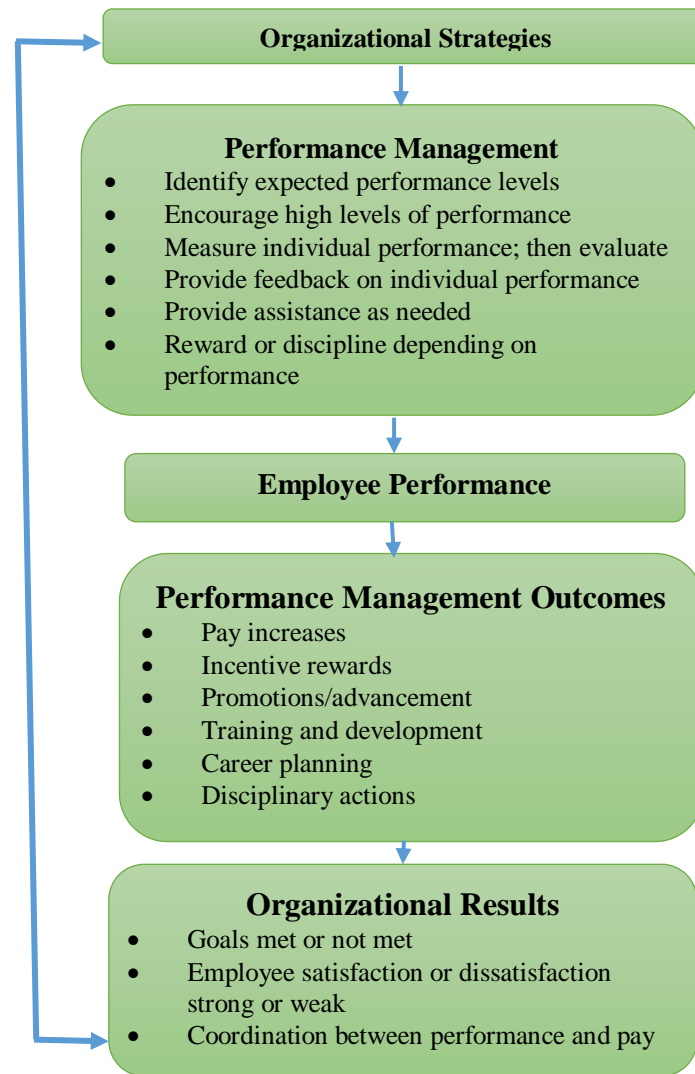


Figure 1 Performance management linkages Source: Human Resource Management 13<sup>th</sup> ed. page 321

## 2.4 Components of Performance Management Practice

### 2.4.1 Performance Management

According to Dixit (2007) as cited in (Wondwosen, 2017), effective performance management practice can start with clarification of organizational goals. The organizational objectives can be interpreted from top level to bottom level of the

organizational structures of work sections of teams to individuals. It allows to improve performance management practice in the organization. These kind of relation safeguard constant performance feedback that enables the experience, knowledge ability and skill increased on the job by teams and individuals to develop work influence on organizational goals. Applying to measure performance management in an organization helps to effective employee's performance management practice in the organization. According to the researcher point of view the following predictors were used to improve an organization's performance management practices on job satisfaction.

#### **2.4.2 Performance Standards**

Performance standards will be up to standard if a desirable, specified and observable result happens (Armstrong, 2009). Sometimes they are categorized criteria, goals, or targets depending on the style taken. It is also realistic, measurable, clearly understood by both organizations and employees. In a sense, it defines what suitable job performance is, so performance standards should be established before work is performed. Well-defined standards ensure that everyone involved knows the levels of accomplishment expected (Sualihu, 2014).

#### **2.4.3 Goal Setting**

The most important activity during the performance planning and agreement stages of performance management. It also referred to an agreed key result areas. Role profiles should be amended at the time any changes are made to these area. But they should be formally reviewed and updated at the planning and agreement stage of the performance management cycle (Armstrong, 2009).

#### **2.4.4 Assessing of Performance**

According to (Armstrong, 2006), the performance management is forward looking. It focuses on planning for the future rather than dwelling on the past. But it necessarily includes some form of assessment of what has been achieved to provide the basis for performance agreements and development plans, forecasts of potential and career plans. It also provides the basis for feedback and discussions on areas for further development or improvement.

#### **2.4.5 Performance and Development Agreement**

The performance agreement role requirements, are solve tasks set out in the form of the key

result areas of the role; what the role holder is expected to achieve (outputs and outcomes). It is important that the measures and evidence requirements should be identified and fully agreed and can take the form of a personal development plan that arranges what needs to be learned and how that learning would be realized.

#### **2.4.6 Performance and Development Planning**

According to (Khourshed, 2012), the performance planning part of the performance management sequence involves the agreement between the manager and the individual of how the latter is expected to perform in terms of results and behaviors. Performance standards; performance planning emerges from the strategic planning, in order to achieve the desired performance.

#### **2.4.7 Performance Management and Career Planning**

Performance management reviews provide opportunities to discuss the direction in which the careers of individuals are going and what they can do - with the help of the organization to ensure that they follow the best career path for themselves and the organization.

#### **2.4.8 Performance Management and Job Engagement**

People are engaged in their jobs when they are interested in what they do and have a sense of excitement in their work. This can be created by performance management when it concentrates on intrinsic motivating factors such as taking responsibility for job outcomes (autonomy), job satisfaction, achievement and fulfilment of personal goals and objectives.

#### **2.4.9 Feedback**

The provision of information to people on how they have performed in terms of results, events, critical incidents and significant behaviors. It can be positive when it tells people that they have done well, constructive when it provides advice on how to do better, and negative when it tells people that they have done badly. Feedback reinforces effective behavior and finally indicates where and how behavior needs to change. The aim is for

feedback to promote this understanding so that appropriate action can be taken (Armstrong, 2009).

#### **2.4.10 Technology**

Web-based software can make it easy for managers and employees to record role profiles and performance agreements including performance improvement and personal development plans and objectives, monitor progress against the plans, access online performance documents, and gather multi-source (360-degree appraisal) comments. The aim is to reduce paperwork and simplify the process (Armstrong, 2009). Automated performance management often simply made electronic what was previously a paper process. Whereas generating better management information of performance by grade, gender, division, etc... Bourne et al. (2000) as cited in (Catherine & Duncan, 2011) state that the automated performance management practice system addresses issues without an obstacle to full implementation of performance management within organizations.

### **2.5 Contemporary Performance Management System Practice**

Different organizations used to implement based on their organizational state of performance management practices. The following points are implemented in different organizational conditions.

#### **Provide Feedback in real- time**

The modern performance reviews can set feedback on time. It should be provided the employees improve their weakness in the formal evaluation period.

#### **Self-assessment**

It is something related with self-development needs by the actual employees. It is the way to give a complete picture of the performance of the employee and to avoid a 'criticize defend' scenario.

#### **Customize Performance Evaluation Forms**

Employees should be evaluated using a customized appraisal form that aligns with their specific job. Like paired comparisons, ranking, rating and behaviorally anchored rating scales (BARS) for their job performance in the organizations.

### **Development Plan Approach**

The manager to create the effective development plans consider the future skills, knowledge and experiences that will be required by the employee to enable them to do their current job performance review.

### **Optimize Performance Management**

The organizations make smart decisions based on evaluation results and refine the review process to promote employee productivity and happiness.

### **360 Degree Appraisals**

A 360 degree feedback evaluations is that employees benefit from feedback gathered from a wide range of sources. It includes peers, supervisors, subordinates and customers of all directions of the employee concerned (Ian Beardwell, 2004).

## **2.6 Performance Management on Reward and Recognition**

### **2.6.1 Performance Management and Financial Rewards**

Financial rewards comprise all rewards that have a monetary value and add up to total remuneration base pay, pay contingent on performance, contribution, competency or skill, pay related to service, financial recognition schemes, and benefits such as pensions, sick pay and health insurance (Armstrong, 2010).

### **2.6.2 Performance Management and non-financial Rewards**

Non-financial rewards are provided by performance management which includes intrinsic rewards from the work itself, recognition, the provision of opportunities to succeed, skills development and career planning, and enhancing job engagement and commitment.

Latham and Locke (1979) as cited in (Armstrong, 2010). Noted that: 'Money is obviously the primary incentive' but they went on to say that 'money alone is not enough to motivate high performance.' Money may be an important factor in attracting and retaining people (the sorting effect). It can produce satisfaction, but this may be

short lived. And if the principles of distributive and procedural justice are not followed, it can cause lasting dissatisfaction.

### **2.6.3 Performance Management and Recognition**

Performance management involves recognizing people's achievements and strengths. They can be informed through feedback about how well they are performing by reference to achievements and behaviors.

Recognizing employees for their achievements informally on a day-to day basis or through formal recognition arrangements. It is given less formally when managers simply say 'well done', 'thank you' or 'congratulations' face to face or in a brief note of appreciation. According to (Armstrong, 2010) there are three types of recognition implemented. These are day to day, public and formal recognitions. A good management practice works for the above mentioned recognition systems on the organization's employees. It can benefit them in achieving their organizational goals.

## **2.7 Theoretical Review of Job Satisfaction**

Different authors and researchers have proposed different theories on job satisfaction. Those theories such as Maslow's Need Hierarchy, Herzberg's Two Factor Theory, Theory X and Y, and McClelland's Theory of Needs and others. From the listed theories for the study purpose the researcher used the following two theories.

### **2.7.1 Maslow's Need Hierarchy Theory**

In 1943, the American psychologist Abraham Maslow published his now famous need hierarchy theory of motivation. The theory proposed that it is a function of five basic needs. These are physiological, safety, social, esteem needs and self-actualization (Kinicki A. a., 2003). According to the theory a need to satisfy it activates the next higher need in the hierarchy that continues until self-actualization.

### **2.7.2 Herzberg's Two-Factor Theory**

Frederick Herzberg's two-factor theories of work motivation are two different sets of job factors. These are Motivation and Hygiene. The motivation factor can motivate and satisfy

workers and the hygiene factors can only prevent dissatisfaction. Motivators relate to higher- order needs, while hygiene factors relate to lower-order needs.

The motivational factors are intrinsic (or job content) and the hygiene factors are extrinsic (or job context). The motivational factor includes achievement, recognition, advancement, responsibility, the work itself, and personal growth possibilities. Where the hygiene factors includes pay, status, job security, working conditions, and quality of leadership and also maintains health and desire (Andrew, 2019). Hence, the two factors theory are interlinked with each other to contribute job satisfactions for employees within an organization. Therefore, the researcher supported to those theories for employee performance practice on job satisfaction.

## **2.8 Job Satisfaction**

The performance management or performance evaluation, as designated on the method of a real task, accomplished as per the standard set by the organization. The system not only allocates the job but also identified the gap of employee performance practice that can be improved with training and development; it advances the performance of employees which encourages the job satisfaction of the organizations.

Different authors define job satisfaction in different ways. The following are some of the definitions listed below. Job satisfaction is a worker's sense of achievement and success on the job. It is generally perceived to be directly linked to productivity as well as to personal well-being. Job satisfaction implies doing a job one enjoys, doing it well and being rewarded for one's efforts. It also furthers enthusiasm and happiness with one's work and the key element that leads to recognition, income, promotion, and the achievement of organizational goals that lead to a feeling of fulfillment (Kaliski,2007) as cited in (Brikend, 2011). According to (Vroom V. H., 1995). He identifies the determinants of job satisfaction on work performance. These are supervision, work group, job content, wages and promotional opportunities. This indicates that different determinants are combined together it gets satisfaction for employees. Therefore; satisfied employees are happier than those of unsatisfied.

Job satisfaction of employees is an important aspect of the job as it grades the employee's impression or knowledge of happiness towards his/her job. (Padala, S.R, 2011) as cited in (Nadine, 2007). According to his explanation, if there is any inconsistency in the performance management system, practice in the organization can improve performance management practices (Majumder, T. H., 2012). The employee could get satisfaction from the job, not in terms of money only, but also encourages the employee and works on the organizational system. The level of job satisfaction of employee does affect positively or negatively the organizational goal. Job satisfaction of employees shows very important indicators in terms of sustainability and encouraging organizational performance. Therefore, when an employee is satisfied with organizational performance practice the employee is effective and efficient in his/her job. Whereas ineffective performance management practice is implemented in an organization it affects the job satisfaction of employees in the organization. This indicates that effective performance management practice is implied in organization according to the theoretical and the organization's performance system principle the employees satisfy his/her job in the organization.

Job satisfaction as already stated is an effective or emotional response toward various facets of one's job. This means job satisfaction is not a unitary concept. Rather a person can be relatively satisfied with one aspect of his/her job and dissatisfied with one or more other aspects (Kinicki & Kreitner, 2003).

## **2.9 Measurement of Job Satisfaction**

An employee's assessment of job satisfaction with the job is a complex summation of many discrete elements. There are two approaches that are popular. The first method of rating is a response to one question, and such the respondents circle a Likert Scale a number between 1 and 5 on a scale from "highly or strongly satisfied" to "highly or strongly dissatisfied." The second method, the summation of job facets, is more sophisticated. It identifies key elements in a job such as the nature of the work, supervision, present pay, promotion opportunities, and relationships with co-workers (Judge & Robbins, 2013). A job satisfaction there is no universally accepted definition based on this there is no way to measure job satisfaction. Hence, the fundamental forms of

measurements of job satisfactions are questionnaire and interview and work place observations.

## **2.10 Review of Empirical Studies**

The following empirical literatures related to performance management practice on job satisfaction.

Performance appraisal has an impact on employee's performance. Whenever an appraisal is fairly accomplished, employees tend to be pleased and it reflects in their work output, when it is not fairly done, but poorly done employees become bitter and it affects their performance.

The effective and fair performance appraisal processes would enhance employees' performance (Henrietta, 2012). This indicates that effective performance practice is done in the organization and the employees do their job efficiently and effectively.

According to (Alvi & Hirani, 2013), there is significant relationship between performance evaluation serves on the basis of job satisfaction and performance evaluation serves on the basis of promotion. This means that he perceives that job satisfaction and promotion is based on performance evaluation.

Balouch and Rifat, unanimously expressed in his study result, job performance contributes more than 41% to Job Satisfaction. It shows that satisfied employees have greater organizational loyalty than those who are not satisfied with their jobs (Kim et al., 2005). Indeed, the low job satisfaction could cause employees to move away from their jobs, search for new jobs, or change their existing jobs and careers (Balouch & Rifat, 2014). The researcher also indicates that job satisfaction has an impact on job performance; according to the result of studies Job Performance contributes 14% to Job Satisfaction. This shows that the level of job satisfaction affects the employee's productivity in an organization.

According to (Bae, 2006) states that for his study findings, Fair and accurate evaluation of employee performance can be achieved through holding raters accountable for their ratings and setting a reward policy for accurate ratings. Furthermore, employees should also be given an opportunity to help set their performance objectives and voice their concerns, so that they can perceive the performance evaluation as fair.

According to (Victoria, 2012) the study result indicates the factors reflecting on the level of job satisfaction were staff turnover, job rotation, career development, time management, job performance and team work.

According to (Owusu, 2014) the mining companies assessed by the study there were nine determinants on job satisfaction. These are compensation/pay, promotion, relation with workers and managers, nature of work, safety at the work, training and development, accommodation and overtime compensations. The study of the result indicates that the main determinants of job satisfaction in the companies was pay/compensation. This indicates that payment is the one of the ways of job satisfaction in the organizations.

According to (Wondwosen, 2017) the research findings concluded that the performance management practice in Assai Public School has a positive and significant relationship with the perceived employees' performance. Regarding the contribution of the performance management practice, performance assessment and recognition and feedback have positive effects on employees' performance whereas knowledge of performance management, involvement of employees in performance planning and uses of performance management have negative effects on employees' performance.

According to the study of (Shewit, 2017), Zemen bank is a formal appraisal system once a year for professional workers in June and twice for managers. The study result indicates that the majority of employees is Agree about their raters' capability of rating, about the feedback system and procedure of appeal. On the contrary, on the item about forms of appraisal, accuracy of rating, explaining rating decision most of the employees disagreed on this item.

Most of employees are not satisfied with the current appraisal system and they also want it changed for the future. But, the result of the correlation analysis shows that there is a positive and significant relationship between Performance appraisal and job satisfaction and also the result of the regression analysis shows that the variance on job satisfaction is greatly (95.7%) explained by the performance appraisal.

**2.11 Conceptual Framework**

A conceptual framework is a set of broad ideas and principles taken from relevant fields of enquiry and used to structure a subsequent presentation (Kombo and Tromp, 2009) cited by (Morris & Jane, 2017). According to (Mugenda, 2008) cited by (Yalew, 2019). Conceptual framework is a hypothesized model portraying the relationship between variables diagrammatically that helps in quickly seeing the proposed relationship and establishes the significance of the proposed relationship. Different studies indicate that performance management practice and job satisfactions were a positive relationship. This study focused on the effect of performance management practice on job satisfaction. Based on the literature review, the researcher designed (developed) the following conceptual framework. The independent variable was performance management practice and the dependent variable was job satisfaction.

**Conceptual Framework of the Study**

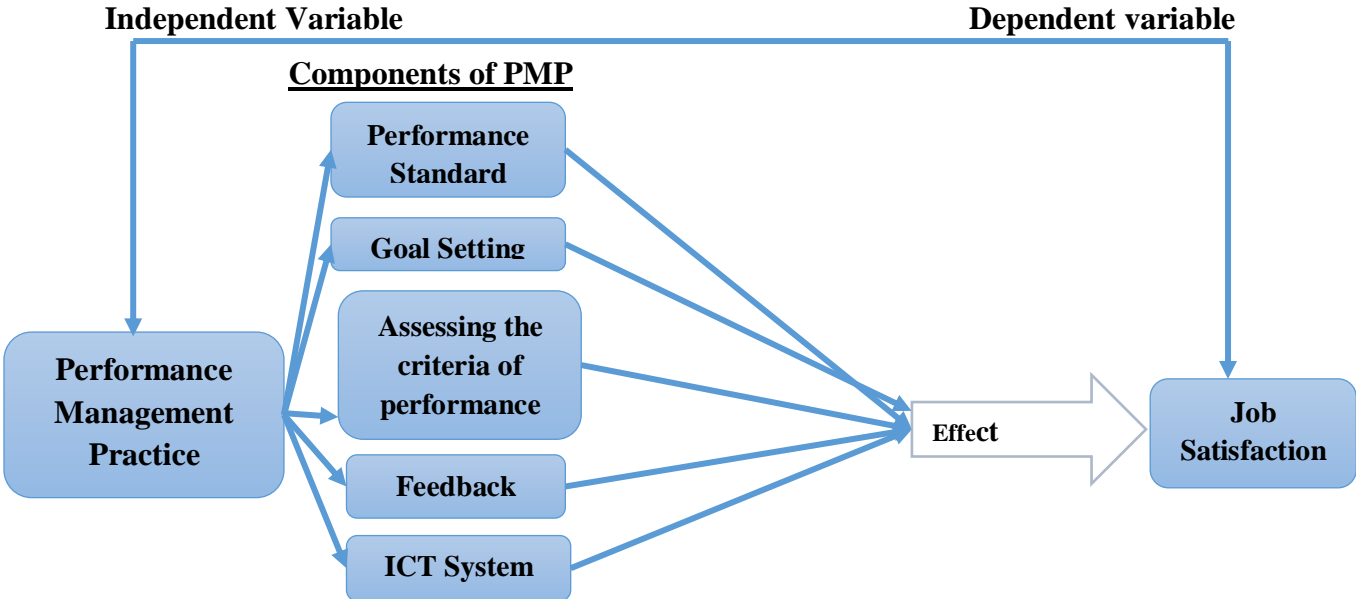


Figure 2 Conceptual framework is developed by the researcher.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

In this chapter the study consists of Research design, population, sampling method, sources and types of data, data gathering tools, procedures of data collection and data analysis will present.

#### **3.2 Research Design**

A research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure.” In fact, the research design is the conceptual structure within which research is conducted; it constitutes the blueprint for the collection, measurement and analysis of data (Kothari C. , 2004). He expresses it can gather information about groups’ beliefs, attitudes, behaviors and demographic composition. This research was conducted for examining the effect of performance management practice on job performance of civil employees in the Ministry of Defense HR. The design of this research was survey research design. The study used a combination of descriptive survey and explanatory type of research design. Descriptive survey used for fact-finding enquiries of different kinds (Kothari C. , 2004). It also describes the characteristics or behaviors of a given population in a systematic and accurate fashion (Mark, 2012). Also, the explanatory study allows examining the effect of independent variables of performance management practice and dependent variable of job satisfaction. It involves the impact of one variable on the other and the relationship between two variables (Meseret, 2020).

#### **3.3 Research Approach**

According to (Creswell, 2014) Research approaches are plans and the procedures for research that span the steps from broad assumptions to detailed methods of data collection, analysis and interpretation. The approach for the selection of a research is based on the nature of the research problem or issues being addressed, the researchers’ personal experiences, and

the audiences for the study. Hence, the researcher used both qualitative and quantitative research approaches.

### **3.4 Descriptions of Study area and Target Population**

The population involved in this thesis preparation constitute 200 civil and military all are employees from the Ministry of Defense. For the study purpose the researcher used to military employee's fill the questionnaires because, civil employees were directly controlled by military. Therefore, the sample was taken from different departments, which were from the Ministry of Defense Human Resource Main department, Defense Finance Management Sector, Defense Logistics Main Department, Defense Headquarter General Service main Directorate, Defense Research and Development Center and Defense Inspector General Office. Because the above listed departments were under HR main departments. The researcher was made sure to distribute questionnaires and gather data from those departments.

### **3.5 Sampling Techniques**

There are two types of sample designs. These are probability and non – probability samplings. Probability sampling is a random sampling or chance sampling. With the selection of each possible sample combination an equal chance of the entire population. Non-probability sampling includes Quota, Snowball, Convenience and purposive sampling. For the study purpose the researcher chose purposive sampling for representing population from different departments of the organization and took simple random sampling method. The student researcher used (Yamane, 1967) formula, to calculate n sample size, Sampling error 0.05 (risk) level 95% and the study of the sample size was 133.

### **3.6 Data Collection**

Data was collected from both primary and secondary data sources. Primary data collected from structured questionnaires and interviews. The questionnaire was prepared and distributed for selected respondents from different departments of the organizations. Which were Ministry of Defense Human resource management main Department management and employees, Defense Finance Management Sector, Defense Logistics main department, Head quarter

General Service main Directorate civil and military employees and Defense Research and Development center and Defense Inspector General Office. The questionnaires contained two parts. The first part contained the demographic variables of respondent's such as gender, age group, marital status, level of education, years of work experience and current work positions in the organization. The second part of the questionnaires contain related issues of the study that the effect of performance management practice on job satisfaction data collected depends on research questions by Likert scale ratings. The questionnaires was developed in English and translated into Amharic as it helped to understand all employees including lower educational levels to respond freely and understandably. It also used to collect data from a number of respondents with reasonable cost and short time. In addition, the researcher collected data using structured interviews related to the objectives of the study. Whereas, the secondary sources of data from different books related to the study, journals, research papers, web sites, reports and other sources for published and unpublished materials were used to assess the relevance of the study.

### **3.6.1 Questionnaires**

The data collection procedures, for the preparation of the thesis, is one of using the primary data with questionnaires prepared in two sections. The first Section **Part - I**, Considered questions regarding the general information of the respondents such as age; gender, marital status, qualification level, experience in current organization in which they belong and the second section **Part – 2**, was designed a five point of Likert's scale used in the questionnaires to measure the opinion of respondents on the features and effect of performance management practice respectively. The scaling, where 5= Strongly Agree, 4=Agree, 3=Undecided, 2= Disagree, 1=Strongly Disagree, and also the level of satisfaction, 5= (Strongly Satisfied), 4=(Satisfied), 3=Undecided, 2= (Dissatisfied), 1= (Strongly Dissatisfied) used the relationship between employee performance on job satisfaction.

### **3.6.2 Interviews**

The interview prepared for top level of civil HR managements for further explain the effect of performance management practice on job satisfaction in the organization. The researcher used interviews in order to make their response comparable with possible answers of the

questionnaire. In addition, it was useful to clarify the intentions of the researcher during face-to-face communications.

### **3.7 Data Analysis Method**

The researcher used after collecting the required raw data to analyze, present and interpret to give solutions for the research problems used for Statistical Package for the Social Sciences (SPSS). Descriptive statistics; frequency, mean and standard deviation based on tables and also the correlation analysis used to assess the relationships between independent variable of performance management practice and dependent variable job satisfaction and Bivariate analysis was using linear regression models that fit to assess that combined role of performance management practice, that were performance standard, goal settings, assessing criteria, feedback and ICT system explained by using inferential statistics of regression analysis.

### **3.8 Validity and Reliability Analysis**

The tools for data collection in this study was questionnaire based on five Likert's scale.

**Validity:** the most critical criterion and indicates the degree to which an instrument measures what it is supposed to be measure (Paul S, 2007). To ensure the validity of the study, the researcher was consulting with different experienced experts from Human resource managers, consultants and researchers, and they confirmed by making necessary modifications. Lastly, the researcher used a pilot test to ensure the questionnaire items. The questionnaires were pre- tested on expert suggestions for improvement met during the pilot test process, and the researcher revised the questionnaire items. The final questionnaires were distributed to the respondents physically. This enhances data collection. And each questionnaire was sequential number given to coding IBM SPSS version 20.

**Reliability:** the degree to which a questionnaire consistently measures whatever it is measuring (Kothari, 2004). To make the questionnaire acceptable and scientifically designed, the researcher used scientific procedures to test the reliability of the items of questionnaire by internal consistency of Cronbach's alpha. According to (Duffy,Duffy, and Kilbouse 2001) as cited in (Meseret, 2020) it measures the consistency with the participants with in the scale

and further stated greater than (.60) indicates that the item of scale are measuring the same construct. Therefore, the result of items tested and their values were listed in the following table. The result of items reliability should be .70 and higher value. This indicates that the reliability should be consistent and acceptable.

**Table 3-1 Reliability Statistics of Cronbach's Alpha**

<b>1No</b>	<b>Construct</b>	<b>No. of Items</b>	<b>Cronbach's alpha</b>
1	Performance Standard	4	.819
2	Goal setting	3	.785
3	Assessing Criteria	8	.917
4	Feedback	8	.776

**Source:** Data from the Questionnaire 2021.

### **3.9 Ethical Considerations**

The present researcher underscores that the respondent's response remained confidential. He also ensured that all the questionnaires and interview data files were used for academic purposes alone. Moreover, the researcher distributed the questionnaires to respondents by offering them enough time to react upon them.

## CHAPTER FOUR

### DATA PRESENTATION, ANALYSIS AND INTERPRETATIONS

#### 4.1 Introduction

In this chapter the data presents interpretations in brief analysis based on the response. Data was collected through questionnaires and interviews. The study focuses to explore the effect of performance management practice on job satisfaction of civil employees in the ministry of Defense HR main department.

#### 4.2 Respondents Response Rate

**Table 4-1 Respondents Response Rate**

Questionnaires Distributed	Questionnaires Returned	Percentage
133	126	94.7

**Source:** Data from the questionnaire (2021).

As shown in table 4.1 above, about response rate, 133 questionnaires were distributed to respondents and 126 were appropriately filled and returned with the rate of 94.7%. And the next analysis was carried out.

#### 4.3 Demographic Profile of the Respondents

The following table 4. 2 shows that the general background of the respondents of the study focused on Gender, Age, Marital status, Level of education, Work experience and Current work positions.

**Table 4-2 Demographic Profiles of Respondents**

No	Variable	Category	Frequency	Valid Percentage
1	Gender	Male	92	73
		Female	34	27
		<b>Total</b>	<b>126</b>	<b>100</b>
2	Age	Less than 25	7	5.6
		26-35	34	27
		36- 45	49	38.9
		46-55	27	21.4
		Above 55	7	5.6
		<b>Total</b>	<b>124</b>	<b>100</b>
3	Marital Status	Single	30	24
		Married	91	72.8
		Divorced	3	2.4
		Widowed	1	0.8
		<b>Total</b>	<b>125</b>	<b>100</b>
4	Educational Background	Certificate	7	5.6
		Diploma	17	13.5
		First Degree	73	57.9
		Master's Degree	28	22.2
		PhD	-	-
		Other	1	0.8
		<b>Total</b>	<b>126</b>	<b>100</b>
5	Year of Work Experience	≥5 Years	6	4.8
		5 -10 Years	15	12
		10 – 20 Years	34	27.2
		20 – 30 Years	56	44.8
		Above 30 Years	14	11.2
		<b>Total</b>	<b>125</b>	<b>100</b>
6	Current Work Position	Top management	5	4.2
		Middle	65	54.2
		Operational	34	28.3
		Other	16	13.3
		<b>Total</b>	<b>120</b>	<b>100</b>

**Source:** Data from the Questionnaire (2021)

The above table - 4.2 the total respondents of gender the majority number male which were (n=92) 73% and the remaining (n=34) 27% were female. Therefore, this shows that the number of male employees in the organizations is more than female.

Regarding the age group of the respondents shows that in the above table – 2 the majority number of age categories were in between 36 – 45 years which are (n=49) 38.9% .The

second large category of the respondents were in between 26 - 35 years which are (n=34) 27%. The third age category of the respondents were in between 46 - 55 years which are (n=27) 21.4%. Finally, the remaining age category of the respondents were less than 25 and above 55 years are the same percentage and number of respondents which are (n=7) 5.6%. This implies that from the respondent's age category the large number of respondents were adults in age between 36 – 45years.

Regarding to the marital status of the respondents which the large number of the respondents were married (n=91) 72.8%, the second large number of the respondents were single (n=24) 30% where, the remaining (n=3) 2.4% divorced and (n=1) 0.8% widowed respectively.

The large number of respondents educational backgrounds have had first degree which were (n=73) 57.9%, the second large number of respondents were Master's degree which were 22.2% (n=28) thirdly, which have diploma holders of the respondents were (n=17) 13.5% and the remaining less number of the respondents were certificate (n=7) 5.6%. Therefore, this implies that the large number of respondents were educated at different levels. Based on these, the respondents have had first degree, second degree, diploma and the remaining less number were certificates but there were null PhD.

Regarding to the large number of work experience of respondents between 20 – 30 years which were (n=56) 44.8%, the second large number of work experience of the respondents between 10 – 20 years which were (n=34) 27.2%, the third large number respondents between 5 – 10 years which were (n=15), 12% above 30 years work experience (n=14)11.2% and the remaining less than 5 year's work experience were (n=6) 4.8%. The data implies that the work experience of employees in the organization above 5 years were (n=93) 94.4% stayed in the organization. This shows that more experienced employees in the organization.

Finally, the large number of current work positions of the respondents were middle level management which includes, supervisor, team leader and expertise (n=65) 54.2%, the second large number of respondents were operational (n=34) 28.3% it includes, secretary, accountant, and HRM officer's. The third large number of respondents were others which

were (n=16) 13.3%, the remaining few respondents were top level management. It includes Director, Deputy Director and department head, which were (n=5)4.2%. This implies that the middle level of employees were high in numbers that of operational.

#### 4.4 Descriptive Analysis of Performance Management Practice on Job Satisfaction

According to the general view of respondent’s effect of performance management practice on job satisfaction in the organization, the study used the following objectives in the tables.

##### 4.4.1 The practice of Performance Management in the Ministry of Defense Human Resource Management Main Department

Data collected from respondents on performance standards of performance management practice on the organization presented in the following table - 4.3

**Table 4-3 Respondents on Performance Standards.**

Items	SDA	DA	U	A	SA	Mean	Std. D
The performance management in the organization is up to standard.	2 (1.6%)	25 (20%)	27 (21.6%)	58 (46.4%)	13 (10.4%)	3.44	.97
Performance management is clear and understandable to measurement.	2 (1.6%)	24 (19%)	25 (19.8%)	52 (41.3%)	23 (18.3%)	3.55	1.04
Performance management practice is based on job related review.	3 (2.8%)	21 (16.7%)	26 (20.6%)	60 (47.6%)	16 (12.7%)	3.51	.99
<b>Average</b>						<b>3.51</b>	<b>.91</b>

**Source:** Data from the Questionnaire (2021)

Legend: 5. **Strongly agree (SA)** = (4.21 – 5.00) very high, 4. **Agree (A)** = (3.41 – 4.2) High, 3. **Undecided (U)** = (2.6 – 3.4) moderate, 2. **Disagree (DA)** = (1.81 – 2.6) low and 1. **Strongly Disagree (SDA)** = (1.00 – 1.80) very low.

The above table – 4.3 shows that the majority of respondents on performance standard on the study are fully agreed with the statements the large number of respondents frequency and valid percentages were 58(46.4%) agreed, 27(21.6%) undecided, 25(20.2%) disagree, 13(10.4%) strongly agree and remaining 2(1.6%) strongly disagree on the statement respectively. The statement on clear and understandable to measure the large number of respondents frequency and valid percentage was 52(41.3%) agreed, 25(19.8%) undecided, 24(19%) disagreed, 23(18.3%)

strongly agree and the remaining 2(1.6%) strongly disagreed on the statement respectively. The statement performance management practice is based on job related review the large number of respondents frequency and valid percentage was 60(47.6%) agreed, 26(20.6%) undecided, 21(16.7%) disagree, 16(12.7%) strongly agreed and the remaining 3(2.8%) strongly disagreed with the statement respectively. The mean values were [3.44, 3.55, 3.51] which was interpreted as a high mean value and the average mean value also 3.5. It falls in the interval of (3.41 – 4.20). This implies that more than 50% of the respondents agreed with the statements.

Data collected from respondents on goal settings of performance management practice of the organization’s presented in the following table - 4.4

**Table 4-4 Respondent’s Response Goal setting on Performance Management Practice**

Item	SDA	DA	U	A	SA	Mean	Std. D
I fully understand my organization’s goals and objectives.	1 (.8%)	2 (1.6%)	1 (.8%)	52 (41.6%)	69 (55.2%)	4.48	.67
The employees involve meeting with management based on organizational goals.	1 (.8%)	15 (12.1%)	7 (5.6%)	71 (57.3%)	30 (24.2%)	3.91	.92
Performance management practice helps with training and development opportunities.	6 (4.8%)	38 (30.4%)	24 (19.2%)	42 (33.6%)	15 (12%)	3.17	1.13
Performance management practice is about getting people to work harder.	5 (4%)	22 (17.5%)	28 (22.2%)	52 (41.3%)	19 (15.1%)	3.46	1.07
<b>Average</b>						<b>3.76</b>	<b>0.67</b>

**Source:** Data from the Questionnaire (2021)

Legend: 5. **Strongly Agree (SA)** = (4.21 – 5.00) very high, 4. **Agree (A)** = (3.41 – 4.2) High, 3. **Undecided (U)** = (2.6 – 3.4) moderate, 2. **Disagree (DA)** = (1.81 – 2.6) low and 1. **Strongly Disagree (SDA)** = (1.00 – 1.80) very low.

The above table – 4.4 indicates that under goal setting, there were four indicators, the first indicator was understanding the organizational goals and objectives, the majority respondents respond on the statement the result of the frequency and valid percentage 69 (55.2%) of respondents strongly agree and 52 (41.6) agreed, 2(1.6%) disagreed and the remaining 1(.8%) undecided and strongly disagreed with the statement respectively. The statement employees involve meeting with management based on organizational goals. The majority of respondents’ frequency and valid percentages result in the statement 71(57.3%) agreed, 30(24.2%) strongly agreed, 15(12.1%) disagreed, 7(5.6%) undecided the remaining 1(.8%) strongly disagreed, The

statement performance management helps with training and development opportunities the large number of respondents frequency and valid percentage 42(33.6%) agreed, 38(30.4%) disagreed, 24(19.2%) undecided, 15(12%) strongly agreed and the remaining 6(4.8%) strongly disagreed with the statement respectively. The statement performance management practice helps to get hard workers the large number of frequency and valid percentages 52(41.3%) agreed, 28(22.2%) undecided, 22(17.5%) dissatisfied, 19(15.1%) satisfied and the remaining 5(4%) strongly dissatisfied with the statements respectively. Their average mean value was 3.76 which is interpreted as a high mean value. It falls in the interval of (3.41 – 4.20). The average standard deviation of all the items was 0.67, this shows that it dispersed around the mean value.

#### 4.4.2 The Level of Job Satisfaction in the Ministry of Defense Human Resource Management Main Department

The objective of this thesis was to assess the level of job satisfaction in the organization. The job satisfaction in the organization was obtained from primary data regarding the respondent's response in the form of Likert scale questions. The result presented in the following table – 4.5

**Table 4-5 The Level of Job Satisfaction.**

Item	VLS	LS	U	H S	VHS	Mean	Std. D
I feel happy by the organization, rules regulations, procedures and the executions.	2 (1.6%)	8 (6.4%)	50 (40%)	60 (48%)	5 (4%)	3.46	.7464
I get useful feedback from my performance review.	17 (13.7%)	31 (25%)	65 (52.4%)	7 (5.6%)	4 (3.2%)	2.59	.9099
I am satisfied that my salary is fair and satisfactory to the degree of my qualification.	7 (5.6%)	51 (40.5%)	49 (38.9%)	14 (11.1%)	2 (1.6%)	2.61	.8250
I am satisfied when I do a good job, I receive recognition from the organization.	26 (21%)	45 (36.3%)	25 (20.2%)	26 (21%)	2 (1.6%)	2.45	1.0924
I am satisfied with co-workers who cooperate well with work in the organization.	5 (4.1%)	8 (6.5%)	13 (10.6%)	59 (48%)	38 (30.9%)	3.95	1.0231
I feel satisfied with comfortable working environment.	1 (.8%)	7 (5.6%)	30 (24%)	60 (48%)	27 (21.6%)	3.84	.8557
I am satisfied that the organization offer (gives) me the chance to get that to increase my abilities.	11 (8.7%)	66 (52.4%)	36 (28.6%)	12 (9.5%)	-	2.39	.7818
I am satisfied that the organization offers career development opportunities to employees.	42 (33.3%)	56 (44.4%)	17 (13.5%)	10 (7.9%)	-	1.96	.8926
<b>Average</b>						<b>2.90</b>	<b>.8908</b>

**Source:** Data from the Questionnaire (2021)

Legend: 5. **Very High Satisfaction (VHS)** = [4.21 – 5.00], 4. **High Satisfaction (HS)** = [3.41 – 4.20], 3. **Undecided (U)**=[2.60 – 3.40], 2. **Low Satisfaction (LS)** = [1.81 – 2.61] and 1. **Very Low Satisfaction (VLS)** =[1.00 -1.80]

Considering the results in the above table – 4.5 it shows that the level of job satisfaction the five Likert scale indicators were perceived in this study. According to the questionnaire items an employee to feel happy on the organization, rules regulations, procedures and the executions the large number of the respondents frequency and their valid percentage were 60(48%) high satisfaction on the item of questionnaires', the second large number of respondents on the item 50(40%) of respondents undecided on the item and the remaining frequency and valid percentages were 8(6.4%), 5(4%),2(1.6%) low satisfaction, very high satisfaction and very low satisfaction respectively. Their mean value 3.46 it falls on the interval of high satisfaction [3.41 – 4.20]. The statement which employees to get useful feedback from performance review the largest the frequency and valid percentages of the items 65(52.4%) undecided, 31(25%) low satisfaction, 17(13.7%) very low satisfaction, 7(5.6%) high satisfaction and the remaining 4(3.2%) very high satisfaction respectively. The mean value 2.59 falls on the interval of high satisfaction [1.81 – 2.61] it interpreted low satisfaction. The statement fair and satisfactory salary on the employee qualifications. The frequency and valid percentage on the statement 51(40.5%), low satisfaction, 49 (38.9%) undecided, 14 (11.1%) high satisfaction, 7(5.6%) very low satisfaction and the remaining 2(1.6%) very high satisfaction on the statement. The mean value 2.61 it falls on the interval of high satisfaction [1.81 – 2.61] it interpreted low satisfaction. When an employee did a good job, they received recognition from the organization, the large number of respondent's frequency and valid percentage were 45(36.3%) low satisfaction, 26 (21%) very low satisfaction, 26(21%) high satisfaction, 25(20%) undecided and the remaining 2(1.6%) very high satisfaction on the statement on the statement and the mean value were 2.45. It falls on an interval of [1.81 – 2.61]. It interprets low satisfaction. The questionnaires on the item satisfaction of co-workers who cooperate well with work in the organization. The largest number of respondents on the statement the frequency and valid percentage were 59(48%) high satisfaction, 38(30.9%) very high satisfaction, 13(10.6%) undecided, 8(6.5% and the remaining 5(4.1%) very low satisfaction respectively. The mean value 3.95 it falls on the interval of high satisfaction [3.41 – 4.20]. A statement on employee satisfaction with comfortable working environment the large number of frequency and valid percentage were 60(48%) high satisfaction, 30(24%) undecided, 27(21.6%) very high satisfaction, 7(5.6%) low satisfaction and the remaining 1(.8%) very low satisfaction respectively. The mean value 3.84 it falls on the interval of high satisfaction [3.41

– 4.20]. The statement the organization give to chance to increase employees knowledge, skills and ability the large number of frequency and valid percentage were 66(52.4%) low satisfaction, 36(28.6%) undecided, 12(9.5%) high satisfaction, 11(8.7%) very low satisfaction on the statement respectively. Their mean value 2.39 falls on the interval of high satisfaction [1.18 – 2.61]. It interpreted low satisfaction. The last statement of the questionnaires hints satisfaction of employee’s career development opportunities offering the large number of frequency and valid percentage on the statement were 56(44.4%) low satisfaction, 42(33.3%) very low satisfaction, 17(13.5%) undecided and the remaining 10(7.9%) high satisfaction on the statement respectively. Their mean value 1.96 falls on the interval of high satisfaction [1.18 – 2.61]. It implies low satisfaction. Finally, the average mean score value is 2.90. This implies moderate satisfaction. The value falls in the interval of 2.60 – 3.40. Which was interpreted neither good nor bad. From the interview response the employees got a chance from the organization to increase their knowledge, skill and ability were low satisfaction. The average standard deviation of the items 0.89 shows that there were less dispersed values to mean. This implies that it is moderate.

#### **4.4.3 The Relationship between Performance Management Practice and Job Satisfaction in the Ministry of Defense Human Resource Management Main Department**

Data collected from respondents assessing criteria on the nature of performance management practice on the organization presented in the following table - 4.6

**Table 4-6 Assessing Criteria of Performance Management Practice on Job Satisfaction.**

Item	SDS	DS	U	S	SS	Mean	Std. D
I am satisfied with the performance management standard of the organization.	4 (3.2%)	34 (27.2%)	16 (12.8%)	58 (46.4%)	13 (10.4%)	3.33	1.0846
I am satisfied with the weighting's given the activity of performance evaluation on the basis of the job.	3 (2.4%)	41 (33.1%)	17 (13.5%)	53 (42.7%)	10 (8.1%)	3.21	1.0689
I am satisfied with performance management evaluation result is a tool of an individual's progress.	5 (4%)	20 (16.1%)	24 (19.4%)	55 (44.4%)	21 (16.9%)	3.55	1.0538
Performance management used as a tool of decision making.	5 (4%)	23 (18.5%)	15 (12.1%)	63 (50.8%)	18 (14.5%)	3.53	1.0777
I am satisfied that performance management practices open communication and share information.	14 (11.4%)	38 (30.9%)	30 (24.4%)	30 (24.4%)	11 (8.9%)	2.88	1.1679
I am satisfied that the performance practice link with promotions procedure.	11 (8.9%)	36 (29%)	21 (16.9%)	39 (31.5%)	17 (13.7%)	3.12	1.2270
I am satisfied with the performance management practice to give a chance for developing knowledge, skill and ability on the basis of employee performance results.	10 (8%)	39 (31.2%)	24 (19.2%)	37 (29.6%)	15 (12%)	3.06	1.1896
Performance management practice to give a chance of reward (recognition) for the basis of work performance.	10 (8%)	39 (31.2%)	29 (23.2%)	36 (28.8%)	11 (8.8%)	2.99	1.1323
<b>Average</b>						<b>3.21</b>	<b>.89</b>

**Source:** Data from the Questionnaire (2021)

Legend: 1. **Strongly Satisfied (SS)** = (4.21 – 5.00), 2. **Satisfied (S)** = (3.41 – 4.2), 3. **Undecided (U)** = (2.6 – 3.4), 4. **Dissatisfied (DS)** = (1.81 – 2.6), 5. **Strongly Dissatisfied (SDS)** = (1.00 – 1.80),

The above table – 4.6 shows that the majority respondent's responses on the statement of satisfaction of organizational performance standard frequency and valid percentage 58(46.4%) satisfied, 34(27.2%) dissatisfied, 16(12.8%) undecided, 13(10.4%) strongly satisfied and 4(3.2) strongly dissatisfied with the statement respectively. The satisfaction on job based weighting of evaluating the large number of respondents frequency and valid percentage 53(42.7%) satisfied, 41(33.1%) dissatisfied, 17(13.5%) undecided, 10(8.1%) strongly satisfied and the remaining

3(2.4%) strongly dissatisfied with the statement. The result of performance evaluation is nothing but a tool of employee progress: the respondent's frequency and valid percentage 55(44.4%) satisfied, 24(19.4%) undecided, 21(16.9%) strongly satisfied, 20(16.1%) dissatisfied and 5(3.2%) strongly dissatisfied with the statement respectively. The statement performance management tools for decision making the respondents frequency and valid percentage were 63(50.8%) satisfied, 23(18.5%) dissatisfied, 18(14.5%) strongly satisfied, 15(12.1%) undecided and 5(4%) strongly dissatisfied with the statement respectively. The statement on employee satisfaction of performance practices particularly on communication, and share information the large number of respondents frequency and valid percentages 38(30.9%) dissatisfied, 30(24.4%) satisfied, 30(24.4%) undecided, 14(11.4%) strongly dissatisfied and 11(8.9%) strongly satisfied with the statement respectively. The statement on satisfaction of performance practice's linked with promotions procedure the respondents frequency and valid percentage 39(31.5%) satisfied, 36(29%) dissatisfied, 21(16.9%) undecided, 17(13.7%) strongly satisfied and 11(8.9%) strongly dissatisfied with the statement respectively. The statement of performance management practice to offer a chance for developing knowledge, skill and ability on the basis of employee performance results the respondents frequency and valid percentage were 39(31.2%) dissatisfied, 37(29.6%) satisfied, 24(19.2%) undecided, 15(12%) strongly satisfied and 10(8%) strongly dissatisfied with the statement respectively. The statement performance management practice to give a chance of reward (recognition), for the basis of work performance the respondents, frequency and valid percentage were 39(31.2%) dissatisfied, 36(28.8%) satisfied, 29(23.2%) undecided, 11(8.8%) strongly satisfied and 10(8%) strongly dissatisfied with the statement respectively.

The items of average mean value was 3.21 which were rated on moderately satisfied, it falls in the interval of [2.6 – 3.4]. Which was interpreted as neither good nor bad. The average standard deviation of all the items were 0.89 is more dispersed around the mean value.

#### **4.4.4 The effect of Performance Management Practice on Job Satisfaction in the Ministry of Defense Human Resource Management Main Department**

Data collected from respondents on effect of performance management practice of feedback on the organization presented in the following table 4.7.

**Table 4-7 Feedback on Performance Management Practice on Job Satisfaction.**

Item	SDA	DA	U	A	SA	Mean	Std. D
The organization has a consistent, timely and fair performance evaluation for each and individual employee.	4 (3.2%)	29 (23.2%)	25 (20%)	53 (42.7%)	14 (11.2%)	3.35	1.0569
Performance management is a way for employee to discuss their ideas openly and honestly.	3 (2.4%)	18 (14.4%)	16 (12.8%)	72 (57.6%)	16 (12.8%)	3.64	.9621
I am satisfied with the appeal process of the wrong performance appraisal practice.	2 (1.6%)	35 (28.2%)	22 (17.7%)	53 (42.7%)	12 (9.7%)	3.30	1.0373
I am satisfied with the performance management practice feedback from the appeal committee of the organization.	8 (6.6%)	43 (35.2%)	28 (23%)	34 (27.9%)	9 (7.4%)	2.94	1.0931
The organization gets the source of employee information to renew the performance management standard.	1 (.8%)	9 (7.2%)	7 (5.6%)	60 (48%)	48 (38.7%)	4.16	.8835
The performance management is to maintain good relationship for colleagues and respect for each other.	2 (1.6%)	27 (21.6%)	17 (13.6%)	59 (47.2%)	20 (16%)	3.54	1.0511
Effective feedback improves the interrelation communication in my work place.	8 (6.4%)	24 (19.2%)	26 (20.8%)	50 (40%)	17 (13.6%)	3.35	1.1306
The management encouraged me to improve my performance and develop the skill.	8 (6.5%)	22 (17.7%)	23 (18.5%)	51 (41.1%)	19 (15.3%)	3.65	2.8911
<b>Average</b>						<b>3.49</b>	<b>.87</b>

**Source:** Data from the Questionnaire (2021)

Legend: 5. **Strongly Agree (SA)** = (4.21 – 5.00) Very high, 4. **Agree (A)** = (3.41 – 4.2) High, 3. **Undecided (U)** = (2.6 – 3.4) moderate, 2. **Disagree (DA)** = (1.81 – 2.6) low and 1. **Strongly Disagree (SDA)** = (1.00 – 1.80) Very low.

The above table – 4.7 shows the respondents feedback of performance management practice on job satisfaction in the organization the large number of respondent’s frequency and valid percentage were 53(42.7%) agreed, 29(23.2%) disagreed, 25(20%) undecided, 14(11.2%) strongly agreed and 4(3.2%) strongly disagreed with the statement respectively. The statement of performance management is a means for employee to discuss their ideas openly and honestly the respondents frequency and valid percentage were 72(57.6%) agreed, 18(14.4%) disagree, 16(12.8%) satisfied and undecided the remaining 3(2.4%) strongly dissatisfied with the statement. The statement of appeal process of the wrong performance

appraisal practice the respondents frequency and valid percentage were 53(42.7%) agreed, 35(28.2%) disagreed, 22(17.7%) undecided, 12(9.7%) strongly agreed and the remaining 2(1.6) strongly disagreed with the statement respectively. The satisfaction of employee on performance management practice feedback from the appeal committee the respondents frequency and valid percentage were 43(35.2%) dissatisfied, 34(27.9%) agreed, 28(23%) undecided, 9(7.4%) strongly satisfied and 8(6.6%) strongly dissatisfied with the statement. The statements that the organization gets the source of employee information to renew the performance management standard the respondents frequency and valid percentage were 60(48%) agreed, 48(38.7%) strongly agreed, 9(7.2%) disagreed, 7(5.6%) undecided and the remaining 1(.8%) strongly disagreed with the statement respectively. The performance management is to maintain good relationship for colleagues and respect for each other statement of the respondents frequency and valid percentage were 59(47.2%) agreed, 27(21.6%) disagreed, 20(16%) strongly agreed, 17(13.6%) undecided and the remaining 2(1.6%) strongly dissatisfied with the statement. The statement of effective feedback improves the interrelation communication, in the work place the respondents frequency, and valid percentage were 50(40%) agreed, 26(18.5%) undecided, 24(19.2%) disagreed, 17(13.6%) strongly agreed and 8(6.4%) strongly disagreed with the statement respectively. The management encouraged employee to improve performance and develop their skill statement the respondents frequency and valid percentage were 51(41.1%) agreed, 23(18.5%) undecided, 22(17.7%) disagreed, 19(15.3%) strongly agreed, 8(6.5%) strongly disagreed with the statement. The average mean values of feedback on performance management practice was 3.49 which was interpreted as a high mean value. It falls in the interval of [3.41 - 4.2]. The average standard deviation was 0.87, dispersed to the mean value. However, the researcher got from the interview data that there were inconsistent, timely and fair performance evaluations in the organization for a year. If there is any inconsistency of the performance management practice, the organization can make improvement (Nadine, 2007).

The data collected from respondents on effect of performance management practice of ICT system on the organization presented in the following table 4.8

**Table 4-8 Respondents on ICT System of Performance Management Practice**

Item	SDA	DA	U	A	SA	Mean	Std. D
I fully understand the organization's performance management system is supported by the ICT system.	11 (8.7%)	56 (44.4%)	26 (20.6%)	24 (19%)	9 (7.1%)	2.71	1.0944
<b>Average</b>						<b>2.71</b>	<b>1.0944</b>

**Source:** Data from the Questionnaire (2021)

Legend: 5. **Strongly Agree (SA)** = (4.21 – 5.00) Very high, 4. **Agree (A)** = (3.41 – 4.2) High, 3. **Undecided (U)** = (2.6 – 3.4) moderate, 2. **Disagree (DA)** = (1.81 – 2.6) low and 1. **Strongly Disagree (SDA)** = (1.00 – 1.80) Very low.

The above table – 4.8 shows that the large number of respondents who replied on the organizational performance management practice system supported by the ICT system, the frequency and valid percentage 56(44.4%) of respondents disagreed with the statement. This implies more than 50% of the respondents disagreed. The second large number of the respondents responded to the statement 26(20.6%) remain undecided, the third large number of respondents 24(19%) agreed, 11(8.7%) strongly disagreed and the remaining one 9(7.1%) strongly agreed with the statement. The mean value indicates that 2.71, which was interpreted as moderate mean value. It falls in the interval of (2.61- 3.40) meaning that neither good nor bad. From the interview the organization's performance management practice was not supported by the ICT system. This implies that the employee performance review was not supported by the ICT system. The standard deviation 1.09 shows that the performance management practice supported by the ICT system was more dispersed around the mean.

**4.5 The Summary of Descriptive Analysis**

The summarized descriptive analysis of mean and standard deviation values of independent variables of the study is here presented in the following table 4.9.

**Table 4-9 Summary of Independent Variables**

Items	Mean	Std. Deviation	N
Performance Standard	3.5079	.90893	126
Goal Settings	3.7632	.67851	126
Assessing Standards	3.2205	.89616	126
Feedback	3.4985	.87635	126
ICT System	2.7143	1.09440	126

**Source:** Data from the Questionnaires (2021)

The above table – 4.9, shows that the average mean score of the performance standard is 3.50 with the standard deviation of +0.91. This significantly implies that the respondents agreed with the performance standards of the organizations performance management practice. The average mean value of goal settings in the organization is 3.76 and the standard deviation is +0.67. This implies that the respondents were neutral on the variables. The assessment of criteria of average mean value is 3.22 and the standard deviation is +0.89. This clearly implies that the respondents moderate with the assessing criteria. The organizational feedback mean value is 3.49 with standard deviation value 0.87. This definitely implies that the respondents agree with the statements. Lastly, the ICT system of the average mean value has 2.71 and the standard deviation is +1.09. This indicates that the respondents disagreed with the organization used to the ICT system.

**4.6 The Correlation Analysis of Independent and Dependent Variables.**

According to (Kothari C. , 2004) Karl Pearson’s coefficient of correlation (or simple correlation) is the most widely used method of measuring the degree of relationship between two variables. This study also implemented the relationship between independent variables of performance management practice and dependent variables of job satisfaction. The correlation coefficient is in between +1 or - 1.0, while 0 correlation means there was no association between the two variables.

The following table – 4.10 shows the range of the correlation coefficient of the values with the level of strength and relationship of the variables.

**Table 4-10 Interpretation of Correlation Coefficient**

Absolute value of $r$	Strength of correlations
$< \pm 0.3$	Weak positive/negative correlation
$\pm 0.3 - \pm 0.7$	Moderate positive/negative correlation
$> \pm 0.70$	Strong positive/negative correlation

The following table – 4.11 presents the correlation between independent and dependent variable.

**Table 4-11 The Correlation Analysis of Independent and Dependent Variables.**

Independent Variables		Dependent Variable (Job Satisfaction)
Performance Standard	Pearson Correlation	.318**
	Sig. (2-tailed)	.000
Goal Settings	Pearson Correlation	.251**
	Sig. (2-tailed)	.005
Assessing Standards	Pearson Correlation	.361**
	Sig. (2-tailed)	.000
Feedback	Pearson Correlation	.358**
	Sig. (2-tailed)	.000
ICT System	Pearson Correlation	.068
	Sig. (2-tailed)	.453

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Source:** Data from the Questionnaires (2021)

According to the above table – 4.11 shows that a correlation between performance standards and job satisfaction in the organization was found to be a moderate positive correlation statistically significant ( $r=.318$ ,  $n=126$ ,  $p=0.000$ ).

The correlation between goal settings and the job satisfaction regarding the above table the results, were statistically significant but a weak positive correlation ( $r= .251$ ,  $n= 126$ ,  $p= .005$ ).

The correlation of assessing standard of performance practice, on job satisfaction, found moderate positive correlation, statistically significant ( $r=.361$ ,  $n=126$ ,  $p=.000$ ).

Similarly, the correlation between feedback of performance management practice on job satisfaction the result found moderate positive correlation statistically significant ( $r=.358$ ,  $n=126$ ,  $p=.000$ ) and finally, the correlation coefficient of ICT system of performance, on job satisfaction, the result found a very weak positive correlation statistically but no significant ( $r=.068$ ,  $n=126$ ,  $p=.453$ ).

Finally, from the analysis of performance management practice in the organization the indicators of performance standard, assessing performance criteria and feedback were of moderate positive correlation with job satisfaction and the remaining two indicators goal setting and ICT system were weak positive correlation with job satisfaction.

#### 4.7 Regression Analysis

According to (Kothari, 2004) regression is the determination of a statistical relationship between two or more variables. In simple regression, we have only two variables, one variable (defined as independent) is the cause of the behavior of another one (defined as dependent variable). Therefore; in this study the relation between the independent variables of performance management practice and the dependent variable job satisfaction.

The model summary indicates that R,  $R^2$ , Adjusted  $R^2$  and Sta. Error of the Estimate to identify the fitness of the regression model of data.

Table 4.12 indicates multiple regression analysis of variances which identifies the overall regression model.

**Table 4-12 Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.412 <sup>a</sup>	.170	.135	.33812

a. Predictors: (Constant), IT, PS, FD, GS, AS

**Source:** Data from the Questionnaire 2021

$R^2$  for the overall model is 17% with an adjusted  $R^2$  of 13.5%, a low level effect of job satisfaction is reported by the model.

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.784	5	.557	4.871	.000 <sup>b</sup>
	Residual	13.605	119	.114		
	Total	16.389	124			

a. Dependent Variable: JS

b. Predictors: (Constant), IT, PS, FD, GS, AS (Information Technology system, Performance Standard, Feedback, Goal setting, Assessing Criteria)

**F (5,119) = 4.871, p<.000 as shown by ANOVA Table**

The model as a whole is significant to predict job satisfaction  $F(5,119) = 4.871, p < .000$  as shown by ANOVA Table. The  $R^2$  for the overall model is 17% with an adjusted  $R^2$  of 13%. A very low effect is reported of variance in job satisfaction is accounted for by the linear combination of the predictor variables. Which were performance standards, goal settings, assessing criteria, feedback and the ICT system.

The model summary  $R^2$  is large and significant with ANOVA. The predictors are correlated with each other; the amount of unique variance a predictor accounts for statistically significant.

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.357	.173		13.587	.000
	PS	.052	.049	.130	1.051	.295
	GS	-.011	.068	-.021	-.166	.868
	AS	.092	.060	.227	1.533	.128
	FD	.072	.059	.174	1.225	.223
	IT	-.050	.033	-.150	-1.527	.129

a. Dependent Variable: JS

**Source:** Data from the Questionnaires 2021

In the final model, all the independent variables are statistically significant with performance standard ( $t = 1.051, p < .298, \beta = .052$ ), goal settings ( $t = -.166, p < .868, \beta = -.011$ ), assessing criteria ( $t = 1.533, p < .128, \beta = .092$ ), feedback ( $t = 1.225, p < .223, \beta = .072$ ), ICT system ( $t = -1.527, p < .129, \beta = -.050$ ) in job satisfaction.

The positive slope for performance standard, assessing criteria and feedback are (.052), (.092), (.072) respectively. As a predictor of job satisfaction indicated there were about .052, .092 and 0.72 increase in job satisfaction for each 1 unit increase in performance standard, assessing criteria and feedback. In other words job satisfaction tends to increase as performance standards, assessing criteria and feedback increase.

The negative slope of goal setting and ICT System (-.011), (-.050) respectively. As a predictor of job satisfaction indicated that there were about (-.011, -.050) decreases each 1 unit goal setting and ICT system decreased to job satisfaction. In other words, as goal setting and ICT systems, job satisfaction tends to decrease.

## **CHAPTER FIVE**

### **5. SUMMARY MAJOR FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter contains conclusion, summary and recommendations of the study. Firstly, the conclusion of the study is presented, secondly, the summary of the study next, the findings and recommendation of the study presented. Finally, suggestions of further research are presented.

#### **5.2 Summary of Major Findings**

The findings from the questionnaires and interview analysis was interpreted by the researcher was drawn by the following points.

Regarding performance management practice, on job satisfaction, in the organization performance standard and goal setting were the large number of employees agreed.

Regarding the level of job satisfaction in the organization, the large number of respondents dissatisfied with the organization offer a chance for employees to increase their ability and offer career development opportunities.

Regarding the relationship between performance management practices, on job satisfaction, and the large number of respondents they dissatisfied on open communication and sharing information with management, the organizations offer (to give) a chance for developing employee's knowledge, skill and ability on the basis of employee performance results and reward (recognition).

Regarding the effects of performance management practice, on job satisfaction, in the organization they clearly dissatisfied employees get feedback of the performance management practice from the appeal committee and the organizational performance practice supported by the ICT system.

The result of correlation analysis clearly shows a positive and significant relation between performance management practice and job satisfaction.

The regression analysis shows that, the degree of association between independent components of performance management practice and job satisfaction was 0.135. This implies that  $R^2$  of 13.5%, was a low level effect of job satisfaction as reported by the model.

### **5.3 Conclusions**

The general objective of this thesis was to examine the effect of performance management practice on job satisfaction of civil employees in the Ministry of Defense HR main department. This thesis was guided by the following specific objectives: to explore the performance management practice, to identify the level of job satisfaction, to analyze the relationship between performance management practice and job satisfaction and to understand the effect of performance management practice on job satisfaction of civil employees in the ministry of defense human resource management main department.

Performance management practice, on job satisfaction, in the organization performance standard and goal setting were the large number of employees agreed on the items. The level of job satisfaction in the organization, the large number of respondents dissatisfied on the organization to give a chance employees increase their ability and offering career development opportunities. Regarding the relationship between performance management practices on job satisfaction and the large number of respondents they dissatisfied on open communication and sharing information with management, the organization give a chance for developing employee's knowledge, skill and ability on the basis of employee performance results and reward (recognition).

Regarding effects of performance management practice feedback and ICT system in the organization, the large number of respondents dissatisfied with the employees get feedback of the performance management practice from the appeal committee and the organizational performance practice supported by the ICT system. The result of correlation analysis shows a positive and significant relation between performance management practice and job satisfaction. The regression analysis shows that, the degree of association between

independent components of performance management practice and job satisfaction was 0.135. This implies that  $R^2$  of 13.5%, was a low level effect of job satisfaction as reported by the model.

#### **5.4 Recommendations**

Based on the conclusion and findings of the thesis the researcher recommends that the following items need improvement in the organization performance management practice on job satisfaction.

The level of job satisfaction in the organization, should offer (to give) a chance for employees to increase their ability and offering career development opportunities. The present researcher recommends that the organization's management work on offering (to giving) a chance for employees to increase their abilities and career development based on the performance outcomes.

The relationship between performance management practices on job satisfaction assessing criteria could open communications with the management and the organization to give reward or recognition for employees based on the performance result. The present researcher further insists that the management should make an open communication with employees and reward or recognize them on the basis of their performance outcomes.

The effect of performance management practice on job satisfaction; the employee dissatisfied with feedback of the performance management practice from the appeal committee and the organizational performance practice supported by the ICT system. The present researcher recommends that the management work on the appeal committee to give feedback to employees for their appeals; and the employee performance practice supported by the ICT system. It minimizes the biases of performance practice depending on employees' work performance.

Finally, the organization should improve its performance by using the above listed recommendations for the organization performance practice to increase the level of job satisfaction in it.

### **5.5 Suggestions for Further Research**

This thesis explores the effect of performance management practice on the job satisfaction of civil employees in the ministry of Defense HR main department. The present researcher ultimately recommends that for the future any organizations can use an input of the same research objectives in the area.

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## **Annex A - Questionnaires**

### **DATA GATHERING QUESTIONNAIRES**

**Addis Ababa University  
School of Commerce  
Department of Human Resource Management**

**Questionnaires to be filled by Ministry of Defense Civil and Military Employees**

**Dear respondents;**

I am a post graduate Extension student in Addis Ababa University School of Commerce and I am conducting a research study entitled on **“Effect of Performance Management Practice on Job Satisfaction of Civil Employees in Ministry of Defense Human Resource Main Department”** as partial fulfillment to the completion of Masters of Art in Human Resource Management (HRM). The purpose of this questionnaire is to collect primary data for conducting a study. Which helps to Examine and understand the effect of performance management practice on job satisfaction of the organizations civil employee.

This paper is purely for academic purpose & in no ways that affects the respondent’s personality. It will be kept confidential. So that, your open outlook, frank opinion & timely responses are very valuable in determining the success of the study.

Therefore, you are kindly requested to extend your cooperation honestly by providing relevant information & filling out the questionnaires that are prepared for this intention.

**Thank you very much in advance for your cooperation!**

**Kelifa Kemal**

### **General Instructions**

- No need to write your name,
- For further information, please contact the student researcher by Mob.no.**0913- 40-54-35** or
- E-mail address [kelifak9@gmail.com](mailto:kelifak9@gmail.com).
- In all cases where answer options are available please tick (✓) mark in the appropriate box.

**Part - I General Background of Respondents (Demographic Information)**

**1. Gender;**

	Male	Female

**2. Age Category ;**

	Less than 25 year	26-35 year	36-45 year	46-55 year	Above 55 year

**3. Marital Status;**

	Single	Married	Divorced	Widowed	Other

**4. Level of Education;**

	Certificate	College Diploma	Degree			Other
			First Degree	Master's Degree	PHD	

**5. Work Experience;**

	Less than 5 Years	5 - 10 Years	10 -20 Years	20 - 30 Years	Above 30 Years

**6. Current Work Position of the Organization;**

	Top Management	Department Head, Director, Deputy Director	Remark
	Middle Management	Supervisor, Team leader	
	Operational	Secretary, Accountant, HRM officer etc.	
	Other		

**Part - II**

Questions measuring on the “Effect of Performance Management Practice on Job Satisfaction of Civil Employee in the Ministry of Defense HRM Main Department”. Please Tick your feelings to each statement using the 5 Likert scale:

- |                           |                              |
|---------------------------|------------------------------|
| 1. Strongly Agreed (5)    | 1. Strongly Satisfied (5)    |
| 2. Agreed (4)             | 2. Satisfied (4)             |
| 3. Undecided (3)          | 3. Undecided (3)             |
| 4. Disagreed (2)          | 4. Dissatisfied (2)          |
| 5. Strongly Disagreed (1) | 5. Strongly Dissatisfied (1) |

**1. The Performance Management Practice.**

S.N	Questions	Range of Agreement				
		Strongly Agreed	Agreed	Undecided	Disagreed	Strongly Disagreed
		5	4	3	2	1
<b>1.</b>	<b>Performance Standard</b>					
1.1	The performance management in the organization is up to					
1.2	Performance management is clear and understandable to measurement.					
1.3	Performance management practice is based on job related review.					
<b>2.</b>	<b>Goal Setting</b>					
2.1	I fully understand my organization’s goals and objectives.					
2.2	The employees involve meeting with management based on organizational goals.					
2.3	Performance management helps with training and development opportunities.					
2.4	Performance management is about getting people to work harder.					

## 1. The Level of Job Satisfaction

S.N	Questions	Level of Satisfaction				
		V.high satisfaction	High Satisfaction	Undecided	Low satisfaction	V.low satisfaction
		5	4	3	2	1
	<b>Level of Job Satisfaction</b>					
2.1	I feel happy by the organization, rules regulations, procedures and the executions.					
2.2	I get useful feedback from my performance review.					
2.3	I am satisfied that my salary is fair and satisfactory to the degree of my qualification.					
2.4	I am satisfied when I do a good job, I receive recognition from the organization.					
2.5	I am satisfied with co-workers who cooperate well with work in the organization.					
2.6	I feel satisfied with comfortable working environment.					
2.7	I am satisfied that the organization gives me the chance to do that to increase my abilities.					
2.8	I am satisfied that the organization offers career development opportunities to employees.					

### 3. Relationship between Performance Management Practice and Job Satisfaction

S.N	Questions	Range of Satisfaction				
		Strongly Satisfied	Satisfied	Undecided	Dissatisfied	Strongly Dissatisfied
		5	4	3	2	1
<b>2. Assessing Criteria</b>						
3.1	I am satisfied with the performance management standard of the organization					
3.2	I am satisfied with the weighting's given the activity of performance evaluation on the basis of the job.					
3.3	I am satisfied with performance management evaluation result is a tool of an individual's progress.					
3.4	Performance management used as a tool of decision making.					
3.5	I am satisfied that performance management practices open communication and share information.					
3.6	I am satisfied that the performance practice link with promotions procedure.					
3.7	I am satisfied with the performance management practice to give a chance for developing knowledge, skill and ability on the basis of employee performance results.					
3.8	Performance management practice to offer (give) a chance of reward (recognition) for the basis of work performance.					

#### 4. The Effect of Performance Management Practice on Job Satisfaction

S.N	Questions	Range of Agreement				
		Strongly Agreed	Agreed	Undecided	Disagreed	Strongly Disagreed
		5	4	3	2	1
<b>3.</b>	<b>Feedback on Performance Management Practice</b>					
4.1	The organization has a consistent, timely and fair performance evaluation for each and individual					
4.2	Performance management is a way for people to discuss their ideas openly and honestly.					
4.3	The organization has appeal process of the wrong performance appraisal practice.					
4.4	I get performance management practice feedback from the appeal committee of the organization.					
4.5	The organization gets the source of employee information to renew the performance management					
4.6	The performance management is to maintain good relationship for colleagues and respect for each other.					
4.7	Effective feedback improves the interrelation communication in my work place.					
4.8	The management encouraged me to improve my performance and develop the skill.					
<b>4.</b>	<b>Technology</b>					
5.1	I fully understand the organization's performance management system is supported by the ICT system.					

## **Appendix - B Interview Questions**

**Addis Ababa University  
School of Commerce  
Department of Human Resource Management**

The following interview questions were prepared for the study objectives civil employees in the Ministry of Defense Human Resource Management.

1. Do you agreed on the standard of organizational performance management practice?
2. Is the organization to use ICT system? If the answer is no why?
3. Do you mind the organization to use ICT system to minimize the biasness of PM practice?
4. Do you agree the performance management practice related to improving and developing the employee's knowledge, skill and abilities?
5. Do you believe the performance management practice implemented properly and consistently in the organization?
6. Do you believe the performance management practice of the organizational employees are satisfied on their job?
7. What the organization to do for the future employee job satisfaction?
8. Do you have any comments/suggestions/ regarding on performance management practice on employee job satisfaction in the organization?