



**EFFECT OF PERFORMANCE APPRISAL ON EMPLOYEE
JOB SATISFACTION THE CASE STUDY OF
FANA BROADCASTING COORPORATE**

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Declaration

I hereby declare that this thesis is my original work has not been presented for an academic purpose in any other university and that all sources of material used for the thesis have been properly acknowledged.

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List of Acronyms

- **HRM**- Human resource management
- **HR**- Human Resource
- **PAS**-Performance Appraisal System
- **PA**-performance Appraisal
- **PAP**-Performance Appraisal Process
- **FBC**- Fana Broadcasting Corporate

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Abstract

This research was about performance appraisal system and their effect on employees' job satisfaction. The major purpose of the research was investigated the effect of performance appraisal system on job satisfaction of fana broadcasting corporate employees and also their reactions towards the overall performance appraisal system as well as its major component parts such as standard setting, appraisal forms, feedback process, appeal procedure and overall feelings towards the performance appraisal system. Data was obtained by a questionnaire from 186 employees in the head office of the corporation and also secondary data was obtained from administration manual of the corporation regarding the issue of performance appraisal system. The findings of the study indicated that employees perceived the performance appraisal system as an unjust and a system which cannot correctly measure their performance and also the result of the study shows that the performance appraisal system of the corporation has an effect on employees' job satisfaction. Employees also indicated their dissatisfaction with performance rating forms used by the corporation, and about explaining performance appraisal rating result decision. The participant of the research also indicated their relative satisfaction with feedback process of performance appraisal, procedure of appeal, their rater assurance, and standard setting of the performance appraisal process.

CHAPTER ONE

1. INTRODUCTION

1.1 Background of the study

The private media sector in developing countries has been facing many challenges like lack of material, capital, infrastructure, technology and lack skilled manpower. This sector also face problem of existing employee leave the organization for different reasons .Any organization to achieve its objective it should be able to manage its resources in a way that the organization will obtain the maximum possible return out of its resources out lay. Thus among these vital resources human resource is one of the most determinant resource of organization success.

In our country the private media sector industry is very young business sector in order to be competitive organization should use their skilled manpower in way to achieve maximum profit. The main objective of human resources management of an organization is to utilize the available human resources effectively and efficiently. Personnel management is one of core activities of human resource management and it performs many activities that are geared towards effective utilization of the human resources. Among these activities performance appraisal is one of the activities of human resource management. The evolution of Performance appraisal practice started as old as human being started social life but well designed and planned performance appraisal system has emerged during Industrial revolution in Europe. Performance appraisal can be defined as the formal assessment and rating of individuals by their managers at, usually, an annual review meeting based on predetermined goals (Armstrong, 2006).

Performance appraisal is the systematic process of weighting and measuring of employee performance against standards set or predetermined goals and these standards are obtained by the help of job analysis. Performance appraisal means evaluating an employee current and or past performance relative to his or her performance standards (Desseler, 2013).

According to (Desseler ,2013) the main reasons to performance appraisal are the following:- Most employer still base pay, promotion and retention decisions on the employees appraisal, Appraisal play a central role in the employers performance management process, Appraisal lets employer and the subordinate develop plan for correcting any deficiencies and to reinforce the things the subordinate does right, Appraisal should facilitate career planning they provide opportunities to review the employees career plan in light of his or her exhibited strengths and weakness and

Supervisor use appraisal to identify employees training and development needs and appraisal should enable the supervisor to identify if there is a performance gap between the employees' performance and his or her standards and it should help to identify the causes of such gap and the remedial steps required.

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.

Job satisfaction further implies enthusiasm and happiness with one's work. Job satisfaction is the key ingredient that leads to recognition, incremental of income, promotion, and the achievement of other goals that lead to a feeling of fulfillment (Kaliski, 2007).

The term job satisfaction refers to the attitude and feelings people have about their work. Positive and favorable attitudes towards the job indicate job satisfaction. Negative and unfavorable attitudes towards the job indicate job dissatisfaction (Armstrong, 2006).

Performance appraisal is a systematic and periodic process that assesses an individual employee's job performance and productivity in relation to certain pre-established criteria and organizational objectives. Other aspects of individual employees are considered as well, such as, accomplishments, potential for future improvement, strengths and weaknesses, etc. In many organizations appraisal will take place formally at predetermined intervals and will involve a discussion or interview between a manager and an individual employee. According to Bratton and Gold the purposes of such discussions can be broadly categorized into the making of administrative decisions concerning pay, promotions and careers, work responsibilities and the improvement of performance through the discussion of development needs, identifying training opportunities and the planning of action. Both purposes require judgments to be made Managers may be required to make a decisions about the value of an employee's both in the present and the future, and this may cause some discomfort. The process of performance appraisal as much as possible must be job related instead of rating employees based on subjective and personal judgments. Improper usage of appraisal makes employees to have a negative attitude towards it and is affect employee's moral and reduces productivity and job satisfaction level of workers and the organization. (Bratton and Gold, 1999)

Performance appraisal and employee job satisfaction had been selected from HR practices because performance appraisal is the most commonly used HR practice and if it's not properly handled it will affect the job satisfaction level of employees.

The major goal of my study was to observe the relationship between performance appraisal practice and employee job satisfaction in private media sector in Addis Ababa namely in fana broadcasting corporate.

Fana Broadcasting Corporate has been established in 1987 E.C and throughout its operation years it has expand and established 11 fm radio stations in different states of the country and it has more than 650 employees in head quarter and region stations.

Since Fana Broadcasting Corporation is one of the largest media in Ethiopia, it's organizational successes dependent upon the quality of the service that it can offer to its audience. On the other hand the quality of its service highly dependent upon the availability of technology and the quality of personnel it has. As service giving organization the most fluid part of organizational resource is the human resource part which required suitable human resource management practice. Among the most factors that affect employee's job satisfaction is the practice of objective performance appraisal. Therefore, this study will try to assess the impact of performance appraisal practice of Fana Broadcasting Corporation.

1.2 Statement of the problem

Organizations found in private media sector are facing problems that their skilled and motivated work force leaving the organization for many reasons. Based on the exit interview made in the corporation the major problem according to the leavers is dissatisfactions with pay and different administrative issues and performance appraisal practice is also among many reasons. The major responsibility lies on human resource department that the policies and practices they develop and implement must help the organization in retaining qualified, motivated and skilled employees.

The effect of performance appraisal practice on job satisfaction has extensively studied in the recent past .most of the studies found a positive association between human resource management practice and employee job satisfaction.

In our country human resource department in many organization seen as department that simply undertake the clerical service related to employees that its role and values it create to the organization was not known people work there as ideal people who contribute a little to success of the organization.

In many study a gap exists in literature about Africa's scenario and much of the research has been done abroad mainly concerned on service giving or manufacturing industries.

My research will add a contribution to the area of interest by describing how employee perceive human resource practice in Ethiopia and how it affect employees job satisfaction will be discussed. The study was on media sector therefore it will add to the existing literature about the existing situation in developing countries.

According to Wright, McMahan and Mac William (1994) human resource practice are the ways that organizations use to mould employees behavior, perception and attitude. This implies if HR practices are properly formulated and implemented the organization should be able to achieve their objectives that are mainly dependent on human resource. Therefore, this research examine among many human resource practices performance appraisal practice and employee job satisfaction.

Performance appraisal system is applied in the organizations to identify the skilled and best Performers employee of the organization to increase their salary and other benefits and to increase productivity of employee by providing necessary training to fill deficiency gap which ultimately enable employee to be satisfied from the job, but sometimes most of employees neither satisfied from the performance evaluation nor from the job. Effective appraisal practice requires that the supervisor set performance standards and it also requires that employees receive training feedback and incentives required to dominate performance deficiencies. (Desseler, 2013)

Job satisfaction can be affected by many reasons and ineffective appraisal system is one of among many reasons if the system is not based on effective performance measurement it will reduce the job satisfaction level of an employee and this will gradually leads to lower performance and effectiveness of the whole organization and it will not practically possible to use performance rating to major decisions for promotion, demotion pay raise or pay cut etc. The techniques used in the appraisal system should be valid and reliable in order to make fair decisions if the system is applied improperly it will be the cause of many unnecessary problems.

Fana broadcasting corporate have included the issues of performance appraisal on its employee administration manual. In the employee administration manual it has been stated that performance appraisal should conducted twice a year on the month of December and end of June by using two standard form that is for all journalists and their managers and for other department which is technical, marketing, sales, IT, engineering, media and audience relation, finance and administration managers and employees but practically sometimes performance appraisal will only be made once a year and it will not be documented properly on employees file because some departments may not be able to give back the appraisal form in time , most of the questions in the

form are more subjective and general this will cause problem for the rater to accurately rate the performance of their subordinate employees objectively.

The aim of this study is to identify the significant effect of performance appraisal practice on employee job satisfaction in the corporation.

1.3 Hypothesis

HO: There is no significant positive relationship between performance appraisal system and job satisfactions of employees of fana broadcasting corporate.

HA: There is a significant positive relationship between the performance appraisal system and job satisfactions of employees of fana broadcasting corporate.

1.4 Research questions

This study has done to answer the following research questions

1. What type of performance appraisal practice is applied to employees of FBC?
2. What is employees' reaction about the performance appraisal practice?
3. What is the effect of performance appraisal on level of employees' job satisfaction?
4. Is there is a variation in employees' job satisfaction with difference in work department?
5. What kind of performance appraisal practice considered as most important by employees?

1.5 Objective of the study

1.5.1 General Objective

The main purpose of this study is to assess the effect of performance appraisal practice on employee job satisfaction.

1.5.2 Specific Objective

Specific objectives of the study are the following:-

- To describe the performance appraisal practice of FBC.
- To find out the effect of performance appraisal system on employee's job satisfaction.
- To analyze the effects of performance evaluation on employee's job satisfaction.
- To assess employees attitude towards the practice of performance appraisal system of FBC.
- To assess the level of employees' job satisfaction in relation to the performance appraisal practices.

1.6 Significance of the study

The finding and recommendation of this research is to provide the following significances:-

- Compensation, promotion, bonus and other benefits will be given to each employee according to his or her performances.
- Being able to identify the job satisfaction level among the employees.
- Measures can be taken on the basis of the study for the future requirements and needs.
- The currently used performance appraisal system will be better from the contribution of the study.

1.7 Scope and limitation of the study

This research is intended to assess the effect of performance appraisal system of the corporation on its employees' job satisfaction. The study investigates the effect of performance appraisal practice on employees who are working at headquarter of the corporation. The research covered the views of management and non-management employees of the corporation.

The major limitation of the study is failure to include other employees who are working at regional stations.

CHAPTER TWO

2. LITRATURE REVIEW

2.1 Introduction

This chapter deals with review of related literature to the topics of performance appraisal and job satisfaction .regarding the topics they are thoroughly discussed by referring different books and journals available on the libraries and on the internet.

2.2 Definition of Performance Appraisal

Performance appraisal is the process of evaluation and an employee of an organization by some qualified persons. Performance appraisal is important to know whitens the selection of an employee was right or wrong, it also help for personnel promotion, transfer, salary increase with their performance. (Gupta, Sharma and Bhala,1988)

Performance appraisal means the systematic evaluation of the performance of an employee by his or her supervisors. It is a tool for discovering, analyzing and classifying the differences among workers in relation to job standards. It refers to the formal system of appraisal in which the individual is compared with others and ranked or rated. Generally appraisal is made by the supervisor or manager once or twice a year.

Performance appraisal is the formal process normally conducted by means of completing an instrument that identifies and documents a job holder's contributions and workplace behaviors. A primary reason for appraising performance is to encourage employees to put forth their best effort so that the organization can reach its mission and goal. Through the appraisal process organizations identifies and recognizes effort and contributions. (Henderson, 2006)

Performance appraisal of employee implies to how efficiently the worker are performing their job and also to know their aptitudes and other qualities necessary for performing their job and also to know their aptitudes and other qualities necessary for performing the job assigned to them. The qualities of employee that are appraisal through performance appraisal are ability to do work, spirit of cooperation, managerial ability, self confidence, inactive, intelligence etc. Performance appraisal regarded as a most significant tool for any concern. The main objective of performance appraisal is to improve the efficiency of a concern by attempting to mobilize the best possible efforts from individuals employed in it. (Gupta, Sharma, and Bhala,1988).

Performance appraisal means evaluating an employee's current or past performance relative to the performance standards. Appraisal involves setting work standards, assessing the employee's actual performance relative to these standards and providing that person to eliminate deficiencies or to continue to perform above par. (Desseler,2003)

According to (Flippo,1984) performance appraisal is a systematic, periodic and so far as human possible, the impartial rating of an employee's excellence in matters pertaining to his potentialities for a better job. From the above definitions, it is understandable that performance appraisal is a systematic and orderly process to evaluate the performance of personnel in terms of the requirements of the job.

2.3 Significance of performance appraisal

Generally, the information of performance appraisal helps the human resource managers and subordinates by giving feedback regarding their performance. (Megginston,1981)

According to (Megginston,1981)the following are some specific uses of performance appraisal:-

2.1.1 For Administrative purpose

Some of administrative purpose is the following:- Training and development needs:- performance appraisal and help managers identifies areas in which employee lack critical skill for either immediate or future performance because poor performance may be an indicted for the need of training and good performance may indicate unexploited potential that should be developed, Compensation adjustment:- Performance appraisal results greatly help managers in determining who get pay increase it also enables employers should pay fair and relatively equitable salary and other benefits, Placement decisions:- promotions, transfer and demotions are decided based on performance appraisal information promotion is mostly given as a reward for a good performance, To detect strengths or weakness in the personnel department stating procedures and To diagnoses information is accurate:- Poor performance may indicate errors in job analysis information, human resource plans or other parts of the personnel management information system reliance on is accurate information may lead to inappropriate hiring, training or counseling decisions. (Megginston,1981)

2.2.2 For employee development use

Performance appraisal also use for career development purpose by providing employee with information about the performance expectations, Feedback regarding subsequent performance this allows to improve performance, advice, coaching or counseling to help employee meet expectations that have not been achieved and a basis for career planning and development. (Megginston,1981)

2.2.3 For motivational purpose

Performance appraisal also help employee for motivational purpose for both employee and the management of an organization, it can be an initiative that develop a sense of responsibility and increase the employees' efforts toward achieving personnel and organizational goals. It also gives employees better understanding of job responsibilities, relationship among themselves of the work expected of them. According to Henderson performance appraisal data and information are used for making decisions in the following major areas organizational and human resource planning , employee training and development ,compensation administration ,employee movement (lateral transfer, demotion, promotion, layoff and termination and validation of selection procedures. (Henderson, 2006)

2.3 Problems of Performance Appraisal

Performance appraisal being one of the most complex tasks it should be done in an objective and standardized system if it is to fulfill its intended objective or goal. In some organization that result that is expected to be attained from the activity is not achieved. Organizations find that performance appraisal often fail to achieve its mission. When appraisal is done poorly or even done well under unsatisfactory operating conditions it can lead to increase employee anxiety and hostility and eventually to poor use of human and non human resources, increase cost and declining productivity. The ultimate result can even be death of the organization (Henderson, 2006).

There are a number of factors that may contribute to the failure of performance appraisal system according to (Ivancevich,1989) performance appraisal problem can be classified in to the following two categories:- Rater problems and System design and operating problems

2.3.1 Rater Problems

Rater's inadequate skill to conduct the process greatly contributes to the failure of appraisal activities. Some of the problems are as follows

Central tendency:- this occurs when supervisors rate most of their employees within a narrow range regardless of how people actually perform, the rater fails to distinguish significant differences among group members and lumps everyone together in an average category that is neither effective nor ineffective employee.

Halo effect:- this exists where a supervisor assigns the same rating to each factor being evaluated for an individual by generalizing from a single point for example an employee rated "above average" on Quantity of performance may also be rated above average on quality of performance interpersonal competence, attendance and promotion readiness.

Leniency/strictness:- this problem exists when a supervisor is overly lenient in evaluating to see all performance as good and to rate it favorably or when the supervisor is overly strict of being too harsh in filling performance appraisal.

Recency error:- these exist when evaluators focus on an employee's most recent behavior either good or bad. This leads to a situation where employees may float for the initial months of the evaluation period and then over exert themselves in the last few months or weeks prior to evaluation. This practice leads to uneven performance and contributes to the attitude of "Playing the game".

Personal biases:- this is a situation in which supervisors allow their own personal biases to influence the appraisals such biases include like or dislike for someone as well as racial and sexual biases. Personal biases can interfere with the fairness and accuracy of an evaluation and are illegal in many situations (Steers, 1991).

2.3.2 Performance appraisal System design and operating problems

These problems are occurring when the organizations select inappropriate methods or use the inappropriate method and procedure of rating mostly some organizations design their rating system without considering some basic criteria for evaluating and they miss the appropriate method and procedure which are aligning with their internal and external environment. Thus operating and designing system problems are serious unless organizations care for their appropriateness. (Ivancevich, 1989)

2.4 Principles of Effective performance Appraisal

Systematic performance appraisal should be an accurate and reliable one. The reliability and accuracy of performance appraisal is obtained wherever the barriers of performance appraisal are overcome by the management. However, there is no perfect appraisal system in all organizations

but there are some systems that possess certain characteristics that can provide a more effective means for achieving the appraisal. Regardless of which method is used an understanding of what an appraisal is supposed to do is critical. The most important thing is not which form or which method of performance appraisal is used but whether managers and employees understand its purposes and obtaining the actual result from the evaluation. (Ramasamy,1998)

According to (Ramasamy,1998) the management may take the following measures to make the appraising more effective. Single employee is rated by two raters. Then, the comparison is made to get accurate rating, a separate department may be created for effective performance appraisal, the plus points of an employee should be recognized, at the same time, the minus points should not be highlighted too much but they may be hinted to him, the standard for each job should be used for performance appraisal to each job according to the nature of the job, Separate printed forms should be used for performance appraisal to each job according to the nature of the job, The measurement should create confidence in the minds of employees and Continuous and personal observation of an employee.(Ramasamy,1998)

The perfect performance appraisal system doesn't exist because all performance appraisal methods have their own limitations and negative impacts. According to (Flippo, 1984) the following are the characteristics of effective a performance appraisal system. Performance expectations:- the managers should clearly explain performance expectation to employees in advance of the appraisal period. This enables the employees lead their efforts and emphasis towards the expected performance level. Employee access to the result:- An effective appraisal system should provide feedback to employees on how well or bad they have performed and a continuing basis. Qualified appraisals:- the evaluators should be well trained, should be given instructions and skills about the rating system to provide ideas on evaluating, conducting appraisals interviews and documented approaches. Standardization:- employees in the same job category, under the same supervisor and coordinator should be appraised by the same evaluation instruments, techniques, procedures and work objective. Due process:- A formal procedure should be developed for appraisal process and it is vital to reduce employees' complaint and grievances performance should be job related.

Employees are sensitive to quality variations in performance appraisal as its processes are a powerful determinant of employees' futures such as having promotion, rewards, demotion or even termination of their job within the organization suggested performance appraisal quality variations will generate strong reactions among employees. (Mayer and Davis, 1999)

In order to create effective performance appraisal system that will create employee job satisfaction any organization shall include the following four principal indicators of the quality of performance appraisal system. The first one is clarity of performance expectations, which shows the scope to which employees are familiar with the purpose and role of the performance appraisal. This will involve precision and clearness of the role of performance appraisal that will play in shaping an employee's fate within the organization and the performance appraisal process. (Brown, Haytt,Benson,2010)

The second indicator is the level of communication between the employees and their supervisors that specifies the opportunities to evaluate information and acquire supply in combination with clarity about performance appraisal processes provide employees with the chance of exercising a level of process control. In addition providing an employee with the chance to express his or her opinion is appreciated in it and certifies his or her belongings in the organization. (Brown, Haytt,Benson,2010)

The third indicator is trust in the supervisor employees who consider their supervisor is capable and has high quality knowledge of their employees' job responsibilities will be more probable to rate their performance appraisal experience positively and trust their supervisor (Greenberg,1896). Also when employees trust their supervisor they grasp positive outlooks about their supervisor's motives, judging that manager will act in their finest interest.

The forth one is fairness of performance appraisal process employees want to be treated fairly throughout the performance appraisal process as this is considered to have an effect on the quality of the results of the process. (Fortin, 2008)

2.5 Performance Appraisers

Who rates whom? This is the basic question in any organization. Ordinarily the immediate supervisor is responsible for evaluating the performance of those who are directly subordinate to him or her in the organization. However, performance appraisal can be done by anyone that is familiar with the performance of employees. According to (Dessler,2003), appraisal of an employee is conducted by:-

- 1. Immediate supervisor:-** Supervisors ratings are the heart of most appraisals because the immediate supervisor is in the best position to observe and evaluate the subordinates performance this is based on the assumption of the immediate supervisor is the person most qualified to evaluate the employees performance and the supervisor is more familiar with

the subordinates performance.

2. **Peer Appraisals:-** this type of appraisal is mostly used in an organization where employees of an organization which have the same level evaluate each other. In organizations which use self-managing team appraisals. The appraisal of an employee by his or her peers is becoming more popular.
3. **Self-rating:-** this is an appraisal type that gives an employee an opportunity to evaluate his/her strengths and weaknesses. However, it has some problems like most employees usually rate themselves higher than they are rated by supervisors or peers.
4. **Appraisal by subordinates: -** More firms today let subordinates rate their supervisors' performance, a process sometimes called upward feedback. The process helps top managers to diagnose management styles, identify employees' problems and take corrective action. Subordinates' ratings are especially valuable when used for developmental purposes rather than evaluative purposes.

2.6 Stages in Performance appraisal

The best performance appraisal systems are those in which the supervisor or manager makes an ongoing effort to coach and monitor employees instead of leaving evaluation to the last minute.

According to (Gupta, Sharma, and Bhalla, 1988) there are some stages in performance appraisal to make the appraisal more effective and appropriate. These stages are the following.

1. **Establishment of standards: -** the first step in performance appraisal is to set up clear standards against which performance is to be compared. The various factors should be clearly discussed with management before preparing the appraisal standards.
2. **Communication of standards: -** The employees should be informed about the standards expected from them. Feedback from employees should be received so as to know whether the employees have followed it or not.
3. **Measurement of performance: -** the information regarding actual performance of the employee should be acquired by personal observation or reports which may be oral or statistical.
4. **Comparison of actual performance: -** The actual performance of an employee is compared with the standards which were established to know the variation in performance of an employee.

5. **Discussion with employees (feedback stage):-** The results of appraisal should be communicated to the subordinates so that they know their strong as well as weak points.
6. **Corrective action:-** the corrective action may involve two stages. The immediate action is taken to adjust the differences then formal training programs may be organized in addition to personal coaching and counseling.

2.7 Methods of performance appraisal

There are various methods of appraising employees performance in fact there is no universally accepted method an organization has to use. This may be determined by factors like the size, nature, financial capability and objectives of the organization.

According to (Flippo,1984) the different performance appraisal methods can be classified is to two major groups namely Traditional appraisal methods and Modern appraisal method

2.7.1 Traditional Appraisal Methods

These types of appraisals are still widely used by many organizations. The most commonly used traditional performance appraisals are the following:-

- A. check List Appraisal:-** When this technique is used employee performance and characterize are described by words and statements the rates is expected as required to choose one among words that describes the individual's performance. But sometimes the personnel department assigns weights to different items in the list in accordance to their importance without the rater knowledge. The rater indicates the answers of an employee against each question by putting a tick mark within two columns provide to each questions as yes or no that is yes for positive answers and no for negative answers. This method have has its own advantage and disadvantage. the major advantages are it's easy to administer and It needs limited training and standardization the major Disadvantage is It's costly and time consuming to develop the check list and questioner for each job category. (Flippo,1984)
- B. Forced choice method:** - in this method, the rate is presented with a serious of two or more favorable or unfavorable choices and the rates select one of the statements, by which the employee is best described from the given choices. These methods force the rates to choose from the alternatives this is the reason it called forced choice method and it have an advantage of easy to administer and it is fit for a wide variety of jobs. (Ramasamy,1998)

- C. Critical Incident Method:** - In this method the rater records statements describing extremely good or bad employee behavior related to performance. These statements are supported by explanations of the actual happenings that were recorded at the time they took place. These statements are called critical incidents. Both negative and positive incidents are recorded and the employee is appraised on all events occurred in a particular time. (Ramasamy,1998)
- D. Field review Method:** - When this method is adopted a skilled representative of personnel management assists supervisors with their ratings. An employee's performance is appraised through interview between the rater and the immediate supervisor of a concerned employee. The rater asks the supervisor questions about the performance of an employee the success of this type of appraisal method is based on the competence of the interviewer (Ramasamy.1998)
- E. Ranking Method:** - This method is very old and simple form of performance appraisal. An employee is ranked one against the other in the working group for example if there are 10 workers in the working group, the most efficient worker is ranked as number one and the last efficient worker is ranked as number ten. (Ramasamy,1998)
- F. Paired comparison Method:** - This method is a part of ranking method. It has been developed to be used in a big organization. Each employee is compared with other employees taking only one at a time. The evaluator compares two employees and puts a tick mark against an employee who he considers a better employee. In the same way an individual is compared with all other existing employees. Finally, an employee who gets maximum ticks for being a better employee is considered the best employee. This method is suitable for large organizations and individual traits can be evaluated. However, this method is expensive and time consuming. (Ramasamy,1998)
- G. Graphics Rating Scale:** - This method is the oldest and most commonly used type of performance appraisal. In this method each individual's trait or characteristics are presented by certain scale from low to high. A graphic rating scale lists traits such as quality and reliability of an employee and a range of performance for each. The employee is then rated by identifying the score that best describes his or her level of performance for each trait this method of appraisal is widely used because it is less expensive, easy to raters and it's applicable to a large number of employees. However it has some limitations like it expose to raters biases and feed back is limited due to these factors employees sometimes may complain against the results (Dessler,2003).

2.7.2 Modern appraisal Methods

These methods of appraisal enable the rater to evaluate either employee's performance in the better way than the traditional methods. Some of the modern appraisal methods are the following:-

A. Assessment centers: - These methods are designed to differentiate between the current performance and potential performance of an employee and they used to select managers and supervisors by recognizing their potential performance in their job. The employees who will be examined to be supervisions are brought together into similar condition of job or assessment counters. The assessment includes interview, psychological tests, and personal background histories leaderless group discussions and evaluated by well trained persons. The evaluate can show and measure their future potential performance depending on the current performance of an employee (Graham, 1998).

B. Behaviorally anchored Rating Scales (BARS)

This method combines the benefits of critical incidents and graphic rating scale appraisal methods. This method is highly job related than the other appraisal methods and it has high degree of validity. When this method is used some specifically named behaviors are used as a basis for rating employee performance. While, more time consuming then other appraisal tools. BARS may also have advantage of reducing subjectivity biases and provide specific feed back to employee. (Dessler,2003) According to (Flippo,1984) there are two behavior anchored rating scales these are:- Behavior expectation scales (BES) and Behavior observation scales (BOS). The Behavior expectation scales are used to help the rates to define as superiors, average or below average the behavior of the employee. The Behavior observation scales (BOS) used where the rater reports the frequency with which the employee engagements in the behavior specified is the anchors.

C. Management by Objective (MBO)

This method of appraisal is more than an appraisal program it reflects a management philosophy which values and utilize employee contributions. By establishing clear and well defined objectives, the employees are provided with a course to follow and practice their duties and responsibilities properly. MBO generally refers to a comprehensive, organizational wide goal setting and appraisal program consisting of six steps these steps are the following:-

- 1 Set the organization goals
 - 2 Set departmental goals
 - 3 Discuss departmental goals by department needs and Subordinates.
 - 4 Define the expected results the managers and their subordinates set employees performance target.
 - 5 Performance review: The managers and supervisors compare each employee actual and expected performance.
 - 6 Provide feedback the managers and employees discuss and evaluate the result.
- (Dessler,2003)

An important feature of MBO is that it enhance open communication with the employees on their result and this help them to get feedback on their performance and fosters superior and subordinate relationship due to frequent interaction. MBO enhance participation of subordinates and employees in managing their own affairs on the other hand there are a number of limitations in applying MBO some of them are:-It is time consuming, Reluctance of superiors to delegate authority and subordinate accept authority for fear of accountability, It gives more emphasis on the short term objectives rather than long-run objectives and Its objectives sometimes could be too ambitious which results in employee frustration. In general, MBO is very effective in some condition like when employees and supervisors are flexible and self control in their jobs and in some uses it may not be effective. To make more effective it is important to reduce its problems. (Dessler,2003)

2.8 Appraisal Interview

Appraisal interview is an interview in which the superior and subordinate review the appraisal and make plans to remedy deficiencies and reinforce strengths. Performance appraisal process is incomplete without the feedback given to the employee about his or her performance once appraisal has been made the raters should discuss and review the performance with the raters so that they will receive feedback about where they stand in terms of performance standards feedback is necessary to improve performance. Performance interview has the following objectives:-to correct an employee performance who doesn't meet organizational requirement or performance standards, to maintain the performance of employees who perform in an acceptable manner and to recognize superior performance so that they will be continued (Dessler,2003)

2.8.1 Types of Appraisal Interview

There are three types of Appraisal interview

- I. When performance is satisfactory and promotable
 - II. When performance is satisfactory but not promotable
 - III. When performance is unsatisfactory but correctable.
- I. **When performance is satisfactory and promotable:** - This is the easiest of the three appraisal interview. The person's performance is satisfactory and there is a promotion ahead. The main objective is to discuss the employee's carrier plans and to develop a specific action plan for the educational and professional development the employee needs to move to the next job. (Dessler,2003)
 - II. **When performance is satisfactory but not promotable:** - This is for employee whose performance is satisfactory but for whom promotion is not possible. The main objective is to maintain satisfactory performance and an employee. (Dessler,2003)
 - III. **When Performance is unsatisfactory but correctable:-** the appraisal interview objective is to be out an action plan for correcting the unsatisfactory performance (Dessler,2003)

2.9 Definition of Job satisfaction

Job satisfaction can be understood as the way employees feel about their jobs and different aspects of their jobs (Spector, 1997). According to Spector a shift has taken place in the last 30 years of research from job satisfaction as need to job satisfaction as an attitudinal variable. For example, employees can have an attitude of being engaged with or disassociated from their organization.

Job satisfaction can be defined as an emotional state related to the positive or negative appraisal of job experiences. Job satisfaction is a global construct or as a constellation of different dimensions to which the employee reacts affectively (Locke, 1969)

McNamara defines job satisfaction as one's feelings or state of mind regarding the nature of their work. Job satisfaction can be influenced by a variety of factors, e.g. the quality of one's relationship with their supervisor, the quality of the physical environment in which they work, degree of the fulfillment of their work, etc. (McNamara, 1999)

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. Job satisfaction further implies enthusiasm and happiness with one's work. Job satisfaction is the key ingredient

that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfillment for the organization, high levels of job satisfaction of its workers strongly suggest a workforce that is motivated and committed to high-quality performance. Increased productivity quantity and quality of output per hour worked would seem to be almost an automatic by-product of improved quality of workmanship. (Kaliski,2007)

Hoppock defined job satisfaction as any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job. According to this approach although job satisfaction is under the influence of many external factors, it remains something internal that has to do with the way how the employee feels. That is job satisfaction presents a set of factors that cause a feeling of satisfaction. (Hoppock,1935)

Vroom in his definition on job satisfaction focuses on the role of the employee in the workplace. Thus he defines job satisfaction as affective orientations on the part of individuals toward work roles which they are presently occupying (Vroom, 1964)

2.10 Factors affecting job satisfaction

Genuine job satisfaction comes from a feeling of security whereby one's performance is judged objectively by the quality of work performance rather than artificial criteria such as being related to highly placed executives or to relatives in the firm. (Kelski,2007)

The level of job satisfaction is affected by intrinsic and extrinsic motivating factors, the quality of supervision, social relationships with the work group and the degree to which individuals succeed or fail in their work. (Armstrong, 2006)

When considering job satisfaction, probably the most important point to bear in mind is that many factors that affect it. What makes workers happy with their jobs varies from worker to worker and from day to day. Apart from the factors previously mentioned, job satisfaction is influenced by the employee's personal characteristics, the manager's personal characteristics and management style, and the nature of the work itself. Managers who want to maintain high levels of satisfaction in the workforce must understand the needs of each member of the workforce. (Kelski,2007)

2.11 Measuring job satisfaction

Job satisfaction does not come automatically to business organizations. In a broad sense, the job satisfaction program needs to exist and should have activities carefully designed to achieve the

intended job satisfaction goals. It must be an action program and it should be carefully monitored to ensure that changes are periodically made as needed. (Kelski,2007)

According to (Armstrong, 2006) the level of job satisfaction can be measured by the use of attitude surveys. There are four methods of conducting them

1. By the use of structured questionnaires

These can be issued to all or a sample of employees. The advantage of using standardized questionnaires is that they have been thoroughly tested and in many cases norms are available against which results can be compared. Benchmarking can be carried out with other organizations additional questions especially relevant to the company can be added to the standard list. A tailor-made questionnaire can be used to highlight particular issues, but it may be advisable to obtain professional help from an experienced psychologist, who can carry out the skilled work of drafting and pilot-testing the questionnaire and interpreting the results. Questionnaires have the advantage of being relatively cheap to administer and analyze, especially when there are large numbers involved.

2. By the use of interviews

These may be open ended or depth interviews in which the discussion is allowed to range quite freely or they may be semi-structured in that there is a checklist of points to be covered, although the aim of the interviewer should be to allow discussion to flow around the points so that the frank and open views of the individual are obtained. Alternatively, and more rarely, interviews can be highly structured so that they become no more than the spoken application of a questionnaire. Individual interviews are to be preferred because they are more likely to be revealing, but they are expensive and time consuming and not so easy to analyze. Discussions through 'focus groups' (that is groups of employees convened to focus their attention on particular issues) are a quicker way of reaching a large number of people, but the results are not so easy to quantify and some people may have difficulty in expressing their views in public.

3. By a combination of questionnaire and interview

This is the ideal approach because it combines the quantitative data from the questionnaire with the qualitative data the interviews. It is always advisable to accompany questionnaires with some depth interviews, even if time permits only a limited sample. An alternative approach is to administer the questionnaire to a group of people and then discuss the reactions to each question

with the group. This ensures that a quantified analysis is possible but enables the group, or at least some members of it, to express their feelings more fully.

4. By the use of focus groups

A focus group is a representative sample of employees whose attitudes and opinions are sought on issues concerning the organization and their work. The essential features of a focus group are that it is structured, informed, constructive and confidential.

2.12 Steps to achieve job satisfaction

Organizations can help to increase job satisfaction by putting systems in place that will ensure that workers are being rewarded for being successful. The following list of suggestions may contribute to job satisfaction:-flexible work arrangements possibly including telecommuting, training and other professional growth opportunities, Interesting work that offers variety and challenge and allows the workers to put their signature on the finished product, opportunities to use one's talents and to be creative, opportunities to take responsibilities and direct one's own work, a stable, secure work environment that includes job security and continuity, an environment in which workers are supported by an accessible supervisor who provides timely feedback as well as congenial team members, flexible benefits, such as child-care and exercise facilities, Up-to-date technology and Quality health insurance. (Kelski,2007)

2.13 Empirical studies

Among many studies that deal with employees job satisfaction and performance appraisal system the two studies are the study of mount (1984) and cook and Crossman (2004).

The result of mount showed concerning the aspects that determine the satisfaction of appraisal discussion and the aspect of overall performance appraisal system the result was significant difference with this respect, only one aspect of appraisal system that is satisfaction with the way the appraisal form helped discuss performance was significantly for both dependent variable for manager and employees this shows that the appraisal form is an important aspect of managers and employees satisfaction and managers are more satisfied in performance appraisal system than employees.

The major finding of cook and Crossman contradicted the finding of mount they stated that being a rater or rate doesn't make a difference as far as satisfaction with the appraisal system is concerned.

They further argue that managers are more dissatisfied by performance appraisal system than employees. Managers know about performance appraisal system of their organization more than employees and since all systems are having certain problem the knowledge of those problems dissatisfied managers.

Mount justified his finding by raising two points that is managers are given training about performance appraisal wear as employees are not and managers are givers of information about performance appraisal results wear as employees are on the receiving end.

Mount consider the role the managers and employees play in the performance appraisal system as an independent variable and satisfaction as a dependent variable and argue that managers are more satisfied than employees because they do have a greater system knowledge and play a vital role in the system than employees.

According to mount effort to enhance satisfaction with the appraisal system should take into consideration the unique perspectives of manager and employees in the appraisal process. For instance managerial satisfaction could be enhanced by an appraisal system which enables the work planning or goal setting enhanced process to be discussed easily during the appraisal and employee satisfaction could be enhanced by discussing their career plans during the appraisal and it appears that both managers and employee satisfaction could be enhanced by designing appraisal forms which aid the appraisal discussion. Further the result suggests that both managers and employees should receive orientation and training in how to use the appraisal system to be perceived by employees as fair and sound the following activities must be ensured:- frequencies of evaluation, identification of goal to eliminate weakness and supervisory knowledge subordinate level of performance and job duties. These factors significantly related to perception of fairness and accuracy of performance appraisal system.

Cook and Crossman reported that leadership credibility of immediate supervisor is significantly associated with weather employee perceived performance appraisal system as procedurally fair and instrumentally just and appropriate.

In these studies of the role of perceived system knowledge in predicting appraisal reaction, job satisfaction and organizational commitment (levy and William, 1998) conclude individual who believe that they understand the performance appraisal system used in their organization are:-

- more satisfied with their job
- more accepting of and more favorably disposed to the appraisal feedback and system
- more committed to their organization
- more likely to evaluate the appraisal process as fair
- more appropriate to respond favorably to a host of organizational variables at a later time

The attitude and subsequent reaction of employee to aspect of performance appraisal system like feedback and to the performance appraisal system in general can be the same or different employees can have positive attitude to some aspect of the system but may not have the same attitude to the system as whole. Performance appraisal should be done as frequently as possible, supervisor should work with the subordinate to agree on responsibility and that the supervisor devote sufficient time to observe and evaluate employees performance.

For employees to have a positive perception and to be satisfied by the performance appraisal system their organization needs to ensure that:- there should be formal system of performance appraisal system, the performance appraisal dimension should be highly relevant, performance appraisal should be conducted frequently, managers should have high job knowledge of their subordinate, a system to appeal about appraisal results, remedy for dealing with current system weakness and the environment of the organization should cooperative

It is a commonly held and a seemingly not unreasonable belief that an increase in job satisfaction will result in improved performance. But research has not established any strongly positive connection between satisfaction and performance. A review of the extensive literature on this subject by Brayfield and Crockett (1955) concluded that there was little evidence of any simple or appreciable relationship between employee attitudes and their performance.

An updated review of their analysis by (Vroom, 1964) covered 20 studies, in each of which one or more measures of job satisfaction or employee attitudes was correlated with one or more criteria of performance. The median correlation of all these studies was 0.14, which is not high enough to suggest a marked relationship between satisfaction and performance.

Brayfield and Crockett concluded that Productivity is seldom a goal in itself but a means to goal attainment. Therefore we might expect high satisfaction and high productivity to occur together when productivity is perceived as a path to certain important goals and when these goals are achieved. Under such conditions, satisfaction and productivity might be unrelated or even negatively related.

It can be argued that it is not job satisfaction that produces high performance but high performance that produces job satisfaction, and that a satisfied worker is not necessarily a productive worker and a high producer is not necessarily a satisfied worker. People are motivated to achieve certain goals and will be satisfied if they achieve these goals through improved performance. They may be even more satisfied if they are then rewarded by extrinsic recognition or an intrinsic sense of achievement. This suggests that performance improvements can be achieved by giving people the opportunity to perform, ensuring that they have the knowledge and skill required to perform, and rewarding them by financial or non-financial means when they do perform. It can also be argued that some people may be complacently satisfied with their job and will not be inspired to work harder or better. They may find other ways to satisfy their needs. (Armstrong, 2007)

Employees' attitude and satisfaction towards an organization performance appraisal system is a significant direction of research regarding its efficiency and approaches for evaluation has concentrated on employees' satisfaction and perception of the whole process.

According to Levy and Williams employee perception of fairness of performance appraisal system has shown linked to satisfaction with the system in their review of performance appraisal research indicated that the most important performance appraisal issue faced by organizations is perceived fairness of performance review and performance appraisal system.

On their findings they suggested most employees perceived their performance appraisal system as neither accurate nor fair hence performance appraisal system and process can be a source of dissatisfaction when employees believe the system is biased and irrelevant. One of the major problems of organization is the performance appraisal system and process and the evaluation system is perceived as inaccurate and unfair.

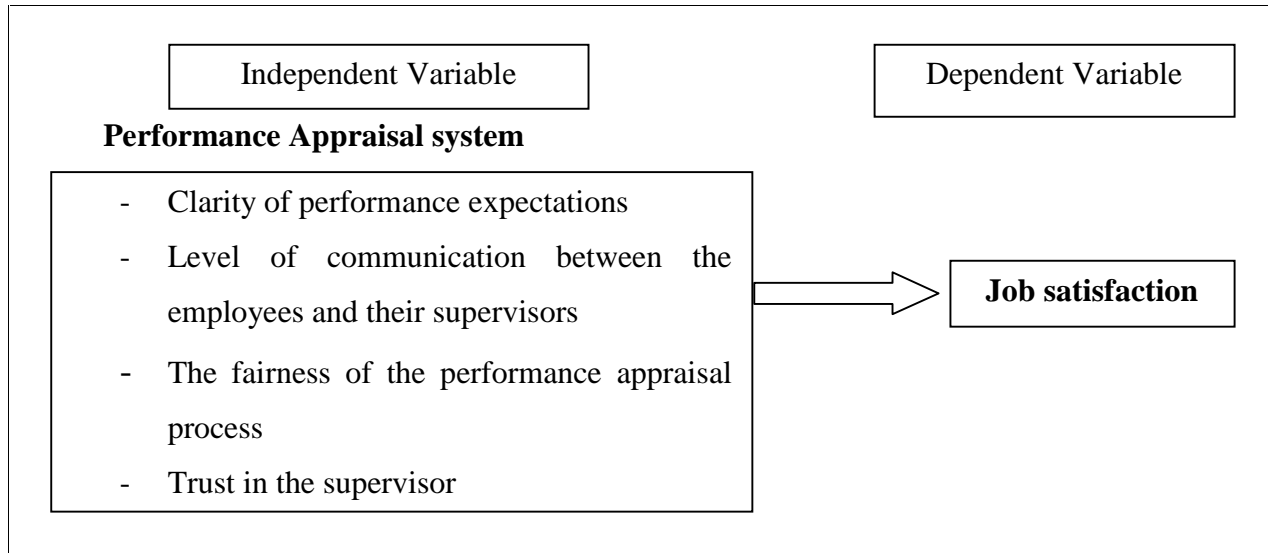
Among several studies done on performance appraisal the following are presented based on the research title.

2.14 Theoretical Framework

In this research the dependent variable is job satisfaction and the independent variable is performance appraisal employees job satisfaction can be affected by different factors among those factors ineffective performance appraisal is one of the reasons. From the literature review, four indicators of effective performance appraisal system that will lead to employee job satisfaction have been identified, which are clarity of performance expectations, level of communications

between the employee and their supervisor, trust in the supervisor, and the fairness of the performance appraisal process.

Theoretical framework of the study



2.15 Legal Considerations in Performance Appraisal

In order to provide the necessary information that can be used in accomplishments of organizations goals and that complies with the law the appraisal system must provide accurate and reliable information. The ability to generate those information is enhanced if the systematic process followed (Ivancevich,2004). According (Ivancevich,2004) the following six steps can provide the basis for such systematic process.

1. Establish performance standards for each position and criteria for evaluation.
2. Establish performance evaluation policies on when to rate, how often to rate and who should rate.
3. Have raters gather data on employees performance
4. Have raters evaluate employees performance
5. Discuss the evaluation with the employee
6. Make decision and file evaluation.

Even if performance appraisal started earlier and used to make many important human resource decisions it is a common target of legal dispute by involving charges of unfairness and bias an

employee may seek the legal resource to obtain relief from a discriminatory performance appraisal system.

The federal civil service minister is in charge for government organization in Ethiopia context According to article 31 of federal civil service proclamation 515/2007 the purpose of performance appraisal shall be :- To enable civil servant to effectively discharge their duties in accordance with the expected level, quality ,standards, time and expense, To evaluate civil servants on continuous basis and identify their strengths and weakness with a view to improve their future performance, To identify training needs of employees, To give reward based on result, To enable management to make its administrative decisions based on concrete evidence. The legal aspect of performance appraisal shall be given due attention because failure to comply with policies and regulation result in penalties that can be easily avoided by performing performance appraisal activities by taking in to consideration the legal issues.

CHAPTER THREE

3 RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

The Research took quantitative approach to examine the effect of performance appraisal practice of fana broadcasting corporate on employee job satisfaction. The next part of the study present the methodology used to select the sample, collect the data and analyze the data according to the objective of the research.

3.2 Research approach and design

The research was designed to assess the effect of performance appraisal practice and its effect on employees' job satisfaction in the case of Fana broadcasting corporate system on the employee overall job satisfaction. This study is conducted by gathering relevant data which is obtained by using questionnaire that has three main sections.

In first section of the questionnaire focused on demographic information's and in the next part of the questionnaire there was 35 questions which are to be responded using five alternative of Likert scale to assess the employees attitude towards performance appraisal practice in the corporation and its overall effect on employees job satisfaction and the last part of the questionnaire was open ended type of questions for respondents to write their suggestion about what kind of appraisal system respondent think is appropriate for the corporation and also to express their reflection on the current practice of performance appraisal of the corporation .

To test the validity of the questionnaire sample questionnaires were distributed for pilot sample population and based on the comments corrections has been made and to determine the reliability of the questionnaire Cronbach's alpha is used based on that the questionnaire reliability is 88.8%.

Table 3.1 Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.888	.892	35

3.3 Data source and Collection

In order to achieve the study's objectives both primary and secondary source of data are used. The secondary data was used to assess the existing processes, policies, procedures, forms and other documents which are linked with the performance appraisal system. The primary data was collected through questionnaire that included open ended and close ended questions and also interview was conducted to gather information regarding the performance appraisal system of FBC to test the hypothesis spearman correlation coefficient has been used.

3.4 Data collection procedures

Every employee who has participated in the appraisal system and who were members of the sample received a questionnaire delivered to their work departments. A total of 186 questionnaires were used in the data analysis and also data was collected through relevant document directly related to performance appraisal and interview from human resource department.

3.5 Sample selection techniques

In order to collect primary data the questionnaire survey was used. The corporation has eight main departments that have their own manager and the managers are part of management team which directly report to the CEO.

The whole departments are classified in to two major categories which are operation departments and supportive departments. To make representative sample, the sample selection was done from these two departments in addition to the management team. Therefore, to select sample members the researcher used systematic random sampling techniques.

3.6 Sampling size

Considering the nature of the study and the total population in the organization in the head office to decide the amount of the Sample size (Yamane, 1967) sample size determination formula has been used where n is the sample size, N is population size, and e is the error of 5 percentage points and a confidence coefficient of 95% are assumed for this equation.

$$n = \frac{N}{1+Ne^2} = \frac{349}{1+349(0.05)^2} = 186$$

Therefore, questionnaires were distributed according to table 3.2

Table 3.2 sample size determination

S.N	Department	Number of employees	Sample size
1.	Chief executive office	5	1
2.	Operation department	162	96
3.	Information technology and operation	36	10
4.	Finance and resource administration directorate	89	43
5.	Sales and customer service directorate	22	15
6.	Marketing and project development directorate	21	15
7.	Engineering and project directorate	6	1
8.	Media research and audience relation directorate	8	5
Total		349	186

3.7 Technique of data analysis

The data was analyzed according to the objective of the research and the analysis of each objective is presented. Demographic characteristics is summarized using frequencies and percentage for all variables frequencies , percentage , Tables, graphs and words was used to present data regarding the effect of performance appraisal system on employee's job satisfaction. To support the data analysis among many statistical tools SPSS was employed.

3.8 Ethical issues

It could not be ethical to access some confidential documents of the organization. Therefore, the organization's code of ethics was taken in to account without significantly compromising findings of the study.

Also it may not be ethical to ask employees to answer questionnaires while they are at their work responsibility. Hence, enough time was given to respondents so that they can either take the questionnaire to their home or use their break time.

CHAPTER FOUR

RESULTS OF THE STUDY

4.1 Introduction

This chapter present findings and discussion from the study about the effect of performance appraisal practice on employee job satisfaction. The main focus of this research is to analyze the effect of performance appraisal system and its components on the employees' job satisfaction.

4.2 Demographic Characteristics of Respondents

Out of 230 distributed to the employees of Fana Broadcasting corporate 186 (80.8%) questionnaires were returned with full information except for the question in part three.

In the below the demographic characteristics of the respondents in terms of gender, age, highest level of education and their current work department is stated.

4.2.1 Gender of respondents

66.7% (n=124) of the respondents were male the remaining 33.3% (n=62) were female.(table 4.1)

Table -4.1-Gender of respondent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	124	66.7	66.7	66.7
	Female	62	33.3	33.3	100.0
	Total	186	100.0	100.0	

4.2.2 Age of respondents

As it is indicated in table 4.2 the majority of the respondents are found in the age category of between 26-40 years which are 86.6% of the respondents. The second major group of respondents found in the age category of 41-50 years which are 5.4% of the respondents and the third age category found that in the age group of 18-25 years which is 4.8% of the respondents. Finally the remaining small proportion shows that they were in the age range category of 51-60 which is 3.2 %.(table 4.2)

Table4.2-Age of respondent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-25	9	4.8	4.8	4.8
	26-40	161	86.6	86.6	91.4
	41-50	10	5.4	5.4	96.8
	51-60	6	3.2	3.2	100.0
	Total	186	100.0	100.0	

4.2.3 Highest formal education level of respondents

Regarding the educational qualification of the respondents majority of the respondents are Bachelor degree holders which are 75.3% of the respondents. The second largest category of respondents is Masters’ degree holders which constitute 16.1% of the respondents and the third largest group was Diploma holder 8.1%. A very small proportion shows that High school complete which is 0.5 %. (table 4.3)

Table 4.3-Educational qualification of respondent

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Master Degree	30	16.1	16.1
	Bachelor Degree	140	75.3	91.4
	Diploma	15	8.1	99.5
	High school	1	.5	100.0
	Total	186	100.0	100.0

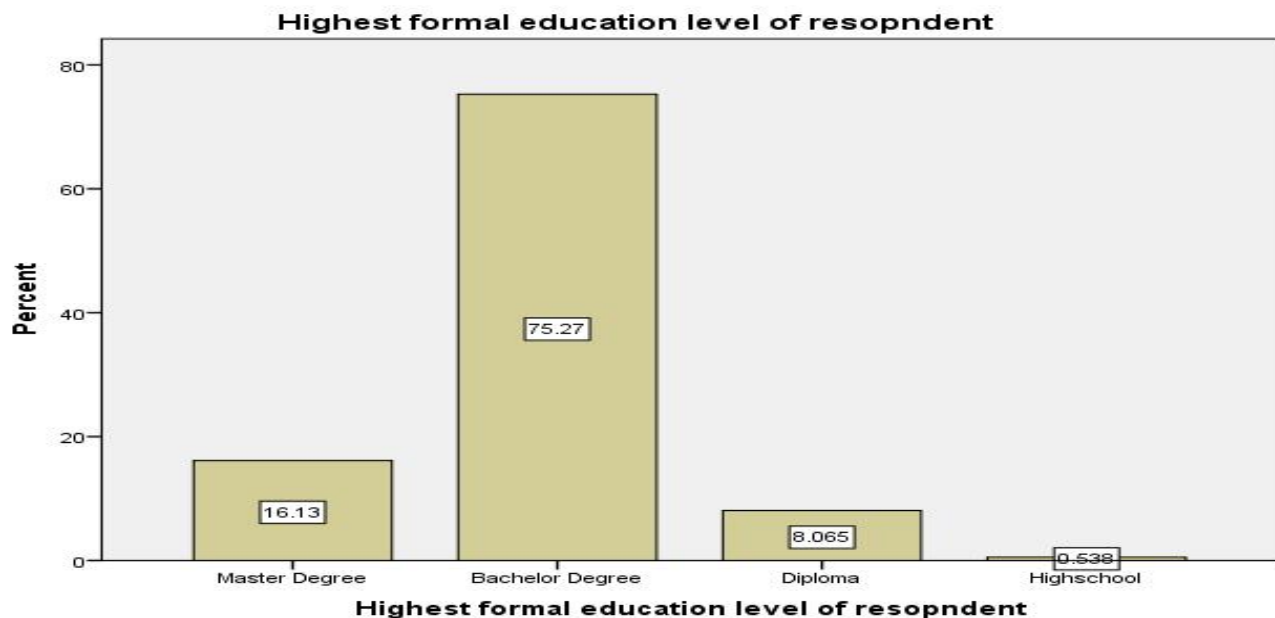


Figure 4.1-Graphic presentation of Respondents educational qualification

4.2.4 Department of respondents

Regarding the departments to which the respondents work the majority of the respondents which is 51.6% of them are working under Operation or Journalists department and the second largest group are working under finance and administration department which are 23.1% of the respondents and the third largest were n=(marketing and sales) both 8.1% then the fourth one were n=(media research and audience relation) 2.7 % then the smallest one were n=(CEO and engineering) both 0.5%.

Table 4.4-Respondents’ Department under which they work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	CEO	1	.5	.5	.5
	finance and administration	43	23.1	23.1	23.7
	Sales	15	8.1	8.1	31.7
	Engineering	1	.5	.5	32.3
	operation /Journalists/	96	51.6	51.6	83.9
	IT	10	5.4	5.4	89.2
	Marketing	15	8.1	8.1	97.3
	Media research and audience relation	5	2.7	2.7	100.0
	Total	186	100.0	100.0	

4.3 Employees response on the question they were asked

4.3.1 Response of employees towards formal performance appraisal system

Firstly respondent were asked whether they have the knowledge about formal appraisal system in the corporation and their response is summarized in table 4.5. Most of the respondent (n=94, 50.5%) they acknowledge that there is a formal performance appraisal system and (n=79, 42.5% of the respondents indicated that there is no formal performance appraisal system and the rest (n=13, 7%) indicated that they are not sure about a formal performance appraisal system in the corporation.

However, based on the employee administrative manual of the corporation and the information from human resource department there is a formal appraisal system twice a year in the end of December and also June. But sometimes contrary to the employee administrative manual the appraisal became once in year and this practice has its own negative effect on the performance appraisal system.

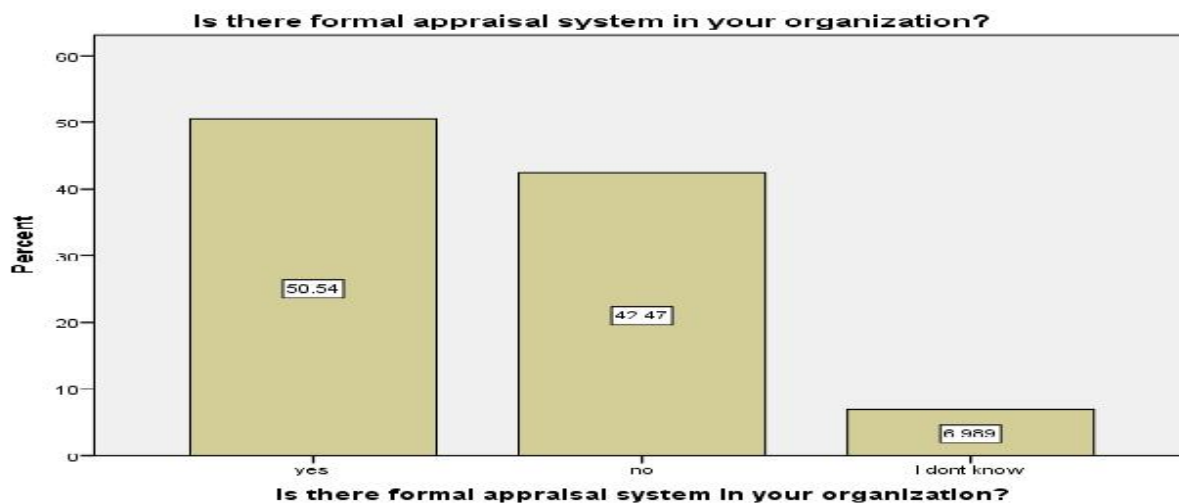
The corporation use GRS system to rate the performance of its employees in the appraisal forms there are lists a set of performance factors such as job knowledge, work quality, cooperation that the supervisor uses to rate employee performance using an incremental scale. The supervisor rates

each subordinate by giving the score for each factor that best describes employees' performance for each trait. The assigned values for the traits are then totaled and the average point becomes the performance appraisal result of the employees.

Table 4.5 Respondents awareness about periodical practice of performance appraisal in the corporation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	94	50.5	50.5	50.5
	No	79	42.5	42.5	93.0
	I don't know	13	7.0	7.0	100.0
	Total	186	100.0	100.0	

Figure 4.2- Graphic presentation of table 4.



4.3.2 Employees response on setting performance expectation or standards

Setting performance expectations and standards before the beginning of the rating year is important to conduct transparent performance appraisal which ultimately minimized biasness of rate (employees) and rater (organization). For the organization it will serve as a benchmark against which the performance of an employee will be compared at the end of rating period and from employee side it will avoid ambiguity and confusion and it will also help to perform according to expectations and standards. Regarding setting performance expectations before the beginning of rating period about 48.9% agree, 22 % of the respondents were disagreeing and 16.7% strongly agree, 11.9 % were indifferent and 0.5 % was strongly disagree.

Based on the information collected by interview from human resources department all jobs have their job description and employee are act according to their job description employees know what to do and what the corporation expect from them.

For the question regarding whether the rater clearly and regularly explain expectations and whether the Performance appraisal system help them to set standards again the significant number of respondent were in the range of agreement which is 71% agree and 16.7% strongly agree , 8.6 % were indifferent and 3.8 % of the respondent were disagreed and also 57% agree and 23.1% strongly agree but 10.8 % were disagreed and 9.1 % of the respondent were disagreed respectively. (table 4.6)

To see the correlation between two variables which is setting standards and clearly explain expectations a spearman’s correlation coefficient was used and the result shows significant correlation .532 between the two variables (table 4.8). To observe the correlation between the two variables that is standard setting at the beginning of performance appraisal period and employee participation in standard setting a spearman’s correlation coefficient was used and the result shows significant correlation .344 between the two variables. (table 4.9)

Table 4.6- Summary of response about standard setting process of respondents

	The performance appraisal performance expectations set at the start of rating period		My rater clearly and regularly explain to me what he expect from my performance		The PAP allows me to help set the performance standards that my supervisor will use to rate may performance	
	Frequency	Percent	Frequency	Percent	Frequency	Percent
Valid Strongly agree	31	16.7	31	16.7	43	23.1
Valid Agree	91	48.9	132	71.0	106	57.0
Valid Neither agree nor disagree	22	11.8	16	8.6	17	9.1
Valid Disagree	41	22.0	7	3.8	20	10.8
Valid Strongly Disagree	1	.5				
Valid Total	186	100.0	186	100.0	186	100.0

Table 4.7- Descriptive Statistics of items that measure standard setting process of respondents

	N	Minimum	Maximum	Mean	Std. Deviation
The performance appraisal performance expectations set at the start of rating period	186	1	5	2.41	1.027
My rater clearly and regularly explains to me what he expects from my performance	186	1	4	1.99	.637
My corporation ensure that I am assigned a rater who knows what I am suppose to doing	186	1	5	2.34	.771
Valid N (list wise)	186				

Table 4.8- Correlation between variables setting standards or expectation and rater explain expectations to employees

			The performance appraisal performance expectations set at the start of rating period	My rater clearly and regularly explain to me what he expects from my performance
Spearman's rho	The performance appraisal performance expectations set at the start of rating period	Correlation Coefficient	1.000	.532**
		Sig. (2-tailed)	.	.000
		N	186	186
	My rater clearly and regularly explain to me what he expects from my performance	Correlation Coefficient	.532**	1.000
		Sig. (2-tailed)	.000	.
		N	186	186

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

Table 4.9- Correlation between variables setting standards or expectations and employee participation Correlations

			The performance appraisal performance expectations set at the start of rating period	The PAP allows me to help set the performance standards that my supervisor will use to rate my performance
Spearman's rho	The performance appraisal performance expectations set at the start of rating period	Correlation Coefficient	1.000	.344**
		Sig. (2-tailed)	.	.000
		N	186	186
	The PAP allows me to help set the performance standards that my supervisor will use to rate my performance	Correlation Coefficient	.344**	1.000
		Sig. (2-tailed)	.000	.
		N	186	186

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

4.3.3 Employees response about their rater

No matter how accurate the performance appraisal instrument is there must be qualified raters with necessary knowledge, skill, ability and experience to rate their subordinate it is one of major factors that can determine satisfaction towards the performance appraisal system and can affect the job satisfaction of employees. From the information given by human resources department the immediate manager is responsible to rate the performance of employees.

Regarding the rater assurance five questions were asked regarding the assignment of qualified rater 46.2% agree, 30.2% were indifferent, 13.4 % were disagreed, 9.7% strongly agree and 0.5 strongly disagree. About the question rater know what employee suppose to do 59.1% agree, 23.7% were indifferent, 8.6 % were disagreed, 8.1% strongly agree, and 0.5 strongly disagree.

About the question rater understand requirement and difficulties of work 54.3% agree, 24.3% were indifferent, 17.7 % were disagreed, 3.2% strongly agree, and 0.5 strongly disagree.

About the question rater understand rating procedures and format 50% agree, 31.7 % indifferent, 10.8% disagree, 6.5% strongly agree, and 1.1 strongly disagrees.

Regarding the question rater knows to evaluate employees performance 51.6% agree, 26.9 % indifferent, 11.8% strongly agree, 8.6% were disagree and 1.1 strongly disagree.(table4.10)

Table 4.10-Summary of response regarding rater assurance

	My corporation makes sure that I am assigned to a rater who qualified to evaluate my work		My corporation ensure that I am assigned a rater who knows what I am suppose to doing		My corporation makes sure that my rater understand the requirements and difficulties of my work		My corporation makes sure that my rater understand the PAP procedures and rating format		My corporation ensure that I am assigned a rater that knows how to evaluate my performance	
	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent
Strongly agree	18	9.7	15	8.1	6	3.2	12	6.5	22	11.8
Agree	86	46.2	110	59.1	101	54.3	93	50.0	96	51.6
Neither agree nor disagree	56	30.2	44	23.7	45	24.3	59	31.6	50	26.9
Disagree	25	13.4	16	8.6	33	17.7	20	10.8	16	8.6
Strongly Disagree	1	.5	1	.5	1	.5	2	1.1	2	1.1
Total	186	100.0	186	100.0	186	100.0	186	100.0	186	100.0

Table 4.11-Descriptive Statistics of items that measure raters assurance of respondents

	N	Minimum	Maximum	Mean	Std. Deviation
My corporation makes sure that I am assigned to a rater who qualified to evaluate my work	186	1	5	2.49	.865
My corporation ensure that I am assigned a rater who knows what I am suppose to doing	186	1	5	2.34	.771
My corporation makes sure that my rater understand the requirements and difficulties of my work	186	1	5	2.58	.836
My corporation makes sure that my rater understand the PAP procedures and rating format	186	1	5	2.50	.814
My corporation ensure that I am assigned a rater that knows how to evaluate my performance	184	1	5	2.36	.844
Valid N (list wise)	184				

4.3.4 Employees response about appraisal form and its content

Among many factors that can determine the effectiveness of performance appraisal system is instrument used and its content. Fana broadcasting corporate use two different forms that is for journalists and for the rest other departments to measure the performance of its employees and the forms are too general and short. Therefore, in order to find their attitude towards the form and its content employees were asked 2 questions first they were asked whether their performance expectations is measured the majority of respondent 50 % were disagreed, and 34.9 % agreed, 10.2% were indifferent, 3.8% strongly disagree and 1.1% (Table 4.12). Employees were also asked whether the expectations reflect the most important factor in their job the same response were obtained the majority 55.9% were disagreed and 32.3% were agreed, 10.7 were in different and 1.1strongly agreed. (Table 4.12).The mean value of the two variables was tilted towards negative response that is 3.20 and 3.22 for the two variables respectively. The correlation between the two variables was .705 this show strong correlation among the two variables. (Table 4.14)

Table 4.12-Summary of Response about appraisal form and its content

		The PAS makes sure that my performance expectations measure what I really do for my corporation		The expectations set reflect the most important factors in my job	
		Frequency	Percent	Frequency	Percent
Valid	Strongly agree	2	1.1	2	1.1
	Agree	65	34.9	60	32.3
	Neither agree nor disagree	19	10.2	20	10.7
	Disagree	93	50.0	104	55.9
	Strongly Disagree	7	3.8		
	Total	186	100.0	186	100.0

Table 4.13- Descriptive Statistics of response about the appraisal form and its content of respondents

	N	Minimum	Maximum	Mean	Std. Deviation
The PAS makes sure that my performance expectations measure what I really do for my corporation	186	1	5	3.20	1.003
The expectations set reflect the most important factors in my job	186	1	4	3.22	.940
Valid N (list wise)	186				

Table 4.14-Correlation between variables Performance expectations are related to job and expectations set reflect important factor of the job

		The PAS makes sure that my performance expectations measure what I really do for my corporation	The expectations set reflect the most important factors in my job
Spearman's rho	The PAS makes sure that my performance expectations measure what I really do for my corporation	Correlation Coefficient	1.000
		Sig. (2-tailed)	.000
		N	186
	The expectations set reflect the most important factors in my job	Correlation Coefficient	.705**
		Sig. (2-tailed)	.000
		N	186

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

4.3.5 Employees response about providing feedback

Feedback is one of the major component of performance appraisal after rating the performance of employees it is necessary to let them know there progress in this regard majority of the respondent 58.6% were in agreement, 22% were indifferent,13.5% were in disagreement,5.4% were strongly agree and 0.5% were strongly disagreed. They were asked whether they regularly get feedback and the majority 36 % were in agreed , 34.9% were indifferent,26.3% were strongly agree and 2.8% in disagreement. Also employees were asked whether their progress were reviewed in their response 47.8% were agreed, 37.1% were in different 8.6 in disagree and the rest 6.5 were strongly agree. (Table4.15)

Table 4.15-Summary of response about providing feedback

		My rater let me know how I am doing		My rater regularly gives me feedback that is important to the things I do at work		My rater reviews with me my progress towards my goal	
		Frequency	Percent	Frequency	Percent	Frequency	Percent
Valid	Strongly agree	10	5.4	49	26.3	12	6.5
	Agree	109	58.6	67	36.0	89	47.8
	Neither agree nor disagree	41	22.0	65	34.9	69	37.1
	Disagree	25	13.5	5	2.8	16	8.6
	Strongly Disagree	1	.5				
	Total	186	100.0	186	100.0	186	100

Table 4.16-Descriptive Statistics about providing feedback

	N	Minimum	Maximum	Mean	Std. Deviation
My rater let me know how I am doing	186	1	5	2.50	.871
My rater regularly gives me feedback that is important to the things I do at work	186	1	4	2.19	.914
My rater reviews with me my progress towards my goal	186	1	4	2.48	.744
Valid N (list wise)	186				

4.3.6 Employees response towards accuracy of rating

To measure the accuracy of the performance appraisal system two questions were asked. In the first question participants were asked whether the performance rating is based on how well they do their job and the majority 54.3% were disagreed , 38.1% were agree,6.5 % were strongly agree and 1.1% were strongly disagree.

In the second question they were asked if the rating reflects how much work they do the majority 52.7% of respondents were also disagreed, 36% were agreed and the rest 7% were in different,3.8% were strongly agree and 0.5% strongly disagree.(table4.17)

Table 4.17-Summary of response about accuracy of rating

	My performance rating is based on how well I do my work		My performance rating reflects how much work I do		
	Frequency	Percent	Frequency	Percent	
Valid	Strongly agree	12	6.5	7	3.8
	Agree	71	38.1	67	36.0
	Neither agree nor disagree			13	7.0
	Disagree	101	54.3	98	52.7
	Strongly Disagree	2	1.1	1	.5
	Total	186	100.0	186	100.0

Table 4.18-Descriptive Statistics of response about accuracy of rating of respondents

	N	Minimum	Maximum	Mean	Std. Deviation
My performance rating is based on how well I do my work	186	1	5	3.05	1.109
My performance rating reflects how much work I do	186	1	5	3.10	1.027
Valid N (list wise)	186				

4.3.7 Employees response towards explaining rating decision

Providing feedback alone cannot ensure employee satisfaction and positive attitude towards the performance appraisal system the rater shall explain the performance result in a way that will help the employees and employees need to know how their performance is being measured. Regarding this respondents were asked whether their rater help them to understand the process of evaluation and 58.6% of respondents were disagreed, 26.3% were agreed, 11.3% were neutrals and the rest 3.8% were strongly agree. For the second question my rater takes time to explain my rating result 52.6% were disagree, and 35.5% were agreed, 10.8 % were indifferent and the rest 1.1 % were strongly agreed. For the third question my rater let me ask him or her questions about my performance rating the response were 47.9% were disagreed, 38.7% were agreed, 8.6% were indifferent and the rest 4.8 % strongly agree.

After the end of performance appraisal period raters shall suggest ways that employees can improve their performance especially if their performance is below standard regarding this respondents were asked if their rater help them understand what they need to improve their performance and the response were 45.7% were disagreed, 29.6% were agreed, 17.7% were

indifferent and the rest 7% were strongly agreed. (table 4.19) The mean value of for the scale my rater help me to understand the process used to evaluate and rate my performance was the maximum 3.25 this indicate that negative reaction of employees to this variable compared to the other variables. (table4.20) Spearman's correlation coefficient showed a significant correlation .743 between the variables rater takes time to explain rating result and let them ask a question about the rating result.(table4.21)

Table 4.19 Summary of response about explaining rating decision

	My rater helps me to understand the process used to evaluate and rate my performance		My rater take time to explain my rating result		My rater let me ask him or her questions about my performance rating		My rater helps me understand what I need to do to improve my performance		
	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent	
Valid	Strongly agree	7	3.8	2	1.1	9	4.8	13	7.0
	Agree	49	26.3	66	35.5	72	38.7	55	29.6
	Neither agree nor disagree	21	11.3	20	10.8	16	8.6	33	17.7
	Disagree	109	58.6	98	52.7	89	47.9	85	45.7
	Strongly Disagree								
	Total	186	100.0	186	100.0	186	100.0	186	100.0

Table 4.20 Descriptive Statistics of response about explaining rating decision

	N	Minimum	Maximum	Mean	Std. Deviation
My rater helps me to understand the process used to evaluate and rate my performance	186	1	4	3.25	.972
My rater take time to explain my rating result	186	1	4	3.15	.952
My rater let me ask him or her questions about my performance rating	186	1	4	2.99	1.032
My rater helps me understand what I need to do to improve my performance	186	1	4	3.02	1.019
Valid N (list wise)	186				

Table 4.21-Correlation between variables rater explain rating result and let employees ask question about rating result

		My rater take time to explain my rating result	My rater let me ask him or her questions about my performance rating
Spearman's rho	My rater take time to explain my rating result	Correlation Coefficient	1.000
		Sig. (2-tailed)	.743**
		N	.000
		N	186
	My rater let me ask him or her questions about my performance rating	Correlation Coefficient	.743**
		Sig. (2-tailed)	1.000
	N	.000	
	N	186	186

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

4.3.8 Response of Employee towards the appeal Process

After rating and communicating the result employees might not be happy with the result they obtained when this kind of situations occurs they can appeal their reservations. From table 4.22 we can see most of the respondents 45.7% were in agreement , 18.8% were strongly agreed, 10.2% in disagreement,5.2% were strongly disagreed and the rest 19.4% were neutral about the question about if they have ways to appeal about performance appraisal result.

Sometimes system does exist but they might not work properly to find whether or not the appeal system is working respondents were asked if there is a way to challenge unfair performance appraisal result and the response 35.5 % were in agreement, 7% were strongly agreed, 26.9% in disagreement,0.5% strongly disagreed and the rest 30.1% were neutral.

To look if there is a possibility of change of result respondents were asked if they can change unfair performance appraisal results in this regard 38.2% were in disagreement, 29% were in agreement , 5.9 % were strongly agreed, 1.1 % were strongly disagreed and the rest 25.8% were indifferent. (table4.22) this result shows that even if employees know that they can appeal and challenge unfair performance appraisal rating they are not that much confident about the performance appraisal result change.

Table 4.22- Summary of response about appeal process

	I have ways to appeal a performance rating that I think is biased or inaccurate		I can challenge a performance rating if I think it is unfair		My performance rating can be changed if I can show that it is incorrect or unfair	
	Frequency	Percent	Frequency	Percent	Frequency	Percent
Valid Strongly agree	35	18.8	13	7.0	11	5.9
Agree	85	45.7	66	35.5	54	29.0
Neither agree nor disagree	36	19.4	56	30.1	48	25.8
Disagree	19	10.2	50	26.9	71	38.2
Strongly Disagree	11	5.9	1	.5	2	1.1
Total	186	100.0	186	100.0	186	100.0

Table 4.23-Descriptive Statistics of response about appeal process of respondents

	N	Minimum	Maximum	Mean	Std. Deviation
I have ways to appeal a performance rating that I think is biased or inaccurate	186	1	5	2.39	1.086
I can challenge a performance rating if I think it is unfair	186	1	5	2.78	.940
My performance rating can be changed if I can show that it is incorrect or unfair	186	1	5	2.99	.978
Valid N (list wise)	186				

4.3.9 Respondent reaction towards Overall Performance Appraisal System

Satisfaction with some aspect of PAS does not guarantee satisfaction with the whole system. employees might be satisfied in some aspect of the PAS but this cannot justify employees are satisfied with the whole system so far we have seen that employees response to the major accepts of the appraisal system of FBC in this section we will see the response of employees towards the whole PAS.

Regarding this participants were asked if they think the PAS is fair and the majority of the respondent 57% were in disagreement ,6.5% were strongly disagreed, 29% were in agreement , 2 .2% were strongly disagreed and the rest 5.3% were neutral.

For the second question if employees are comfortable in communicating feeling of disagreement the response were 57.5 % in disagreement, 0.5% in strongly disagreed, 23.7 % in agreement, 7 % strongly agreed and the rest 11.3% were neutral. (Table 4.24)

The highest mean value was 3.37 this shows there is negative reaction of employees to the existing PAS. Also to further find out if employees were asked if they are satisfied with appeal process, feedback aspect and the way PAS evaluate their performance and the majority of the respondent was in disagreement that is they are not satisfied with PAS (See table 4.26).

To find out if employees want to change PAS of FBC two questions were asked the first question was whether they want an adjustment in PAS and most of the respondent 44.6% were strongly agreed, 24.2% agreed,10.2% were disagreed and the rest 21% were neutral.

Regarding the question if employees want to change the PAS almost it was similar response 43.5% were strongly agreed, 17.2% agreed, 17.2 % were disagreed and the rest 22% were neutral. (table4.26)

Employees were asked if they are satisfied with the appeal process of PAS 57.5% disagree , 1.1% strongly disagree, 28% were in agreement,0.5% strongly agreed and the rest 12.9% were neutral. They were also asked if they are satisfied with feedback aspect and their response were 50% disagree, 3.2% strongly disagree, 23.1% were in agreement, 5.4 % were strongly agree and the rest 18.3% were neutral. Regarding the way PAS evaluate their performance 55.4% disagree, 0.5% strongly disagree, 25.3% were in agreement,5.4% strongly agreed and the rest 13.4% were neutral respectively. (table4.26)

Table 4.24-Summary of Response about fairness PAS and communicating disagreement

	Overall I think the PA system is fair		I am comfortable in communicating my feelings of disagreement about my rating to my supervisor	
	Frequency	Percent	Frequency	Percent
Valid Strongly agree	4	2.2	13	7.0
Agree	54	29.0	44	23.7
Neither agree nor disagree	10	5.3	21	11.3
Disagree	106	57.0	107	57.5
Strongly Disagree	12	6.5	1	.5
Total	186	100.0	186	100.0

Table 4.25-Descriptive Statistics of if respondents think PAS is fair and if they are comfortable in communicating disagreement

	N	Minimum	Maximum	Mean	Std. Deviation
Overall I think the PA system is fair	186	1	5	3.37	1.038
I am comfortable in communicating my feelings of disagreement about my rating to my supervisor	186	1	5	3.21	1.037
Valid N (list wise)	186				

Table4.26-Summary of Response of employee about whether they are satisfied about appeal process, feedback aspect , the way they are evaluated, whether the corporation need to make adjustment in PA system and change the way they are evaluated and rate their performance

	I am satisfied with the appeal process of the performance appraisal system		I am satisfied with the feedback aspect of performance appraisal system		I am satisfied with the way the PAS is used to evaluate and rate my performance		My corporation needs to make certain adjustments to the existing performance appraisal system		I think my corporation should change the way they evaluate and rate job performance	
	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent
Valid										
Strongly agree	1	.5	10	5.4	10	5.4	83	44.6	81	43.5
Agree	52	28.0	43	23.1	47	25.3	45	24.2	32	17.2
Neither agree nor disagree	24	12.9	34	18.3	25	13.4	39	21.0	41	22.0
Disagree	107	57.5	93	50.0	103	55.4	19	10.2	32	17.2
Strongly Disagree	2	1.1	6	3.2	1	.5				
Total	186	100.0	186	100.0	186	100.0	186	100.0	186	100.0

4.3.10 Reaction towards Overall effect of Performance Appraisal System on the level of employee job satisfaction

Ineffective performance appraisal system can be one of the causes of employee job dissatisfaction to find whether or not the PAS cause employee job dissatisfaction five questions were asked to employees.

In the first question respondents were asked if sometimes the evaluation system doesn't identify the skilled employees and the response was 45.7% in agreement, 11.8% strongly agreed, 19.9% were in disagreement and the rest 22.6 % were neutral.

The second question was if they agree on the evaluation result and the response was were 40.9% in disagreement, 4.8% strongly disagreed, 30.6% were in agreement, 11.3% strongly agreed and the rest 12.4% were neutral.

The third question was about if the evaluation serve on the basis of job satisfaction and the response was were 23.7% in agreement, 20.4% strongly agreed, 19.4% were in disagreement, 0.5% strongly disagreed and the rest 36 % were neutral.

In the forth question respondents were asked if the performance appraisal result is serve on the basis of promotion and the response was were 42.5% in disagreement, 1.1% strongly disagreed, 19.4% were in agreement, 5.8% strongly agreed and the rest 31.2 % were neutral (table4.27).

To find employees job satisfaction level respondents were asked how much they are satisfied with their job the response were 48.4% were dissatisfied, 8.1 % strongly dissatisfied , 17.2% somewhat satisfied, 20.4% satisfied and the rest 5.9% were strongly satisfied.(table4.28)

To find out how much employees are satisfied with current performance appraisal system respondents were asked to state their level of satisfaction and the majority 60.8% were dissatisfied, 8.1 % strongly dissatisfied , 4.8% somewhat satisfied, 20.4% satisfied and the rest 5.9% were strongly satisfied. (table4.29)

Table 4.27-Summary of Response of employee about whether the corporation PA system sometimes doesn't identify skilled employee , if they agreed on their performance evaluation result, whether performance evaluation serve on the basis of job satisfaction and promotion

Satisfied		Sometimes performance evaluation doesn't identify the skilled employees		Do u agree the evaluation result you get?		Does performance evaluation serves on the basis of job satisfaction?		Does performance evaluation serves on the basis of promotion?	
		Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent
Valid	Strongly agree	22	11.8	21	11.3	38	20.4	11	5.8
	Agree	85	45.7	57	30.6	44	23.7	36	19.4
	Neither agree nor disagree	42	22.6	23	12.4	67	36.0	58	31.2
	Disagree	37	19.9	76	40.9	36	19.4	79	42.5
	Strongly Disagree			9	4.8	1	.5	2	1.1
	Total	186	100.0	186	100.0	186	100.0	186	100.0

Table4.28-Response of employee about how much they are satisfied with their job

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly satisfied	11	5.9	5.9	5.9
	Satisfied	38	20.4	20.4	26.3
	Somewhat satisfied	32	17.2	17.2	43.5
	Dissatisfied	90	48.4	48.4	91.9
	Strongly dissatisfied	15	8.1	8.1	100.0
	Total	186	100.0	100.0	

Figure 4.3-Job satisfaction level of employees

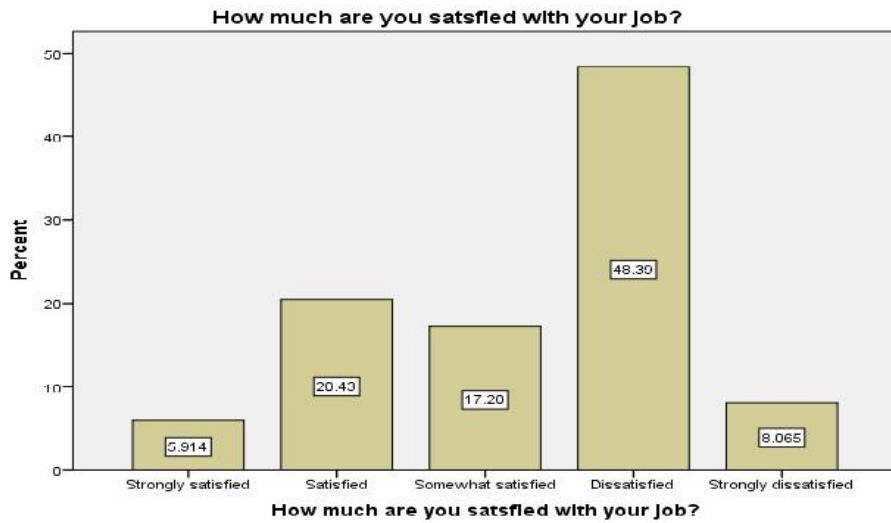
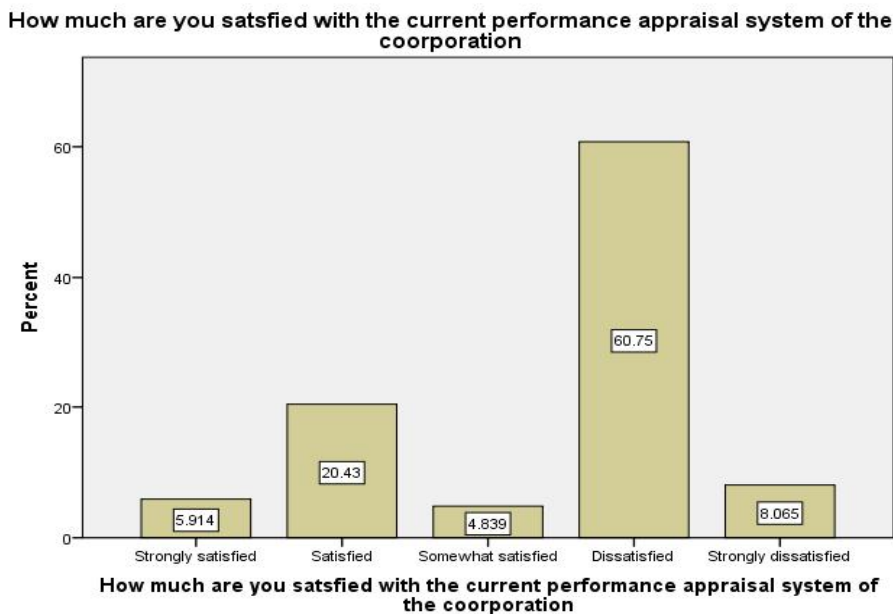


Table 2.29- Response about the level of satisfaction from current PAS

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly satisfied	11	5.9	5.9	5.9
Satisfied	38	20.4	20.4	26.3
Somewhat satisfied	9	4.8	4.8	31.2
Dissatisfied	113	60.8	60.8	91.9
Strongly dissatisfied	15	8.1	8.1	100.0
Total	186	100.0	100.0	

Figure4.4-Employee level of satisfaction from current PAS



4.3.11 variation between job satisfaction of employees and their department

To investigate whether there is a difference in employees' job satisfaction level with the department they work that is whether or not they are working in operation department or in administrative departments and the result shows that there is great difference of job satisfaction level with different work departments. (See table 2.30)

Table2.30- variation between work department and employee job satisfaction Department which the respondent work * How much are you satisfied with your job? Cross tabulation

		How much are you satisfied with your job?					Total
		Strongly satisfied	Satisfied	Somewhat satisfied	Dissatisfied	Strongly dissatisfied	
Department which the respondent work	Count	0	1	0	0	0	1
	% within Department which the respondent work	0.0%	100.0%	0.0%	0.0%	0.0%	100.0%
	% within How much are you satisfied with your job?	0.0%	2.6%	0.0%	0.0%	0.0%	0.5%
	CEO						
	% of Total	0.0%	0.5%	0.0%	0.0%	0.0%	0.5%
	Std. Residual	-.2	1.8	-.4	-.7	-.3	
	Count	2	2	7	18	14	43
	% within Department which the respondent work	4.7%	4.7%	16.3%	41.9%	32.6%	100.0%
	finance and administration						
	% within How much are you satisfied with your job?	18.2%	5.3%	21.9%	20.0%	93.3%	23.1%
	% of Total	1.1%	1.1%	3.8%	9.7%	7.5%	23.1%
	Std. Residual	-.3	-2.3	-.1	-.6	5.7	
	Count	0	2	2	11	0	15
	% within Department which the respondent work	0.0%	13.3%	13.3%	73.3%	0.0%	100.0%
	% within How much are you satisfied with your job?	0.0%	5.3%	6.2%	12.2%	0.0%	8.1%
	sales						
	% of Total	0.0%	1.1%	1.1%	5.9%	0.0%	8.1%
	Std. Residual	-.9	-.6	-.4	1.4	-1.1	
	Count	0	1	0	0	0	1
	% within Department which the respondent work	0.0%	100.0%	0.0%	0.0%	0.0%	100.0%
engineering							
% within How much are you satisfied with your job?	0.0%	2.6%	0.0%	0.0%	0.0%	0.5%	
% of Total	0.0%	0.5%	0.0%	0.0%	0.0%	0.5%	
Std. Residual	-.2	1.8	-.4	-.7	-.3		

	Count	9	27	18	42	0	96
	% within Department which the respondent work	9.4%	28.1%	18.8%	43.8%	0.0%	100.0%
	% within How much are you satisfied with your job?	81.8%	71.1%	56.2%	46.7%	0.0%	51.6%
	% of Total	4.8%	14.5%	9.7%	22.6%	0.0%	51.6%
	Std. Residual	1.4	1.7	.4	-.7	-2.8	
	Count	0	0	1	9	0	10
	% within Department which the respondent work	0.0%	0.0%	10.0%	90.0%	0.0%	100.0%
	% within How much are you satisfied with your job?	0.0%	0.0%	3.1%	10.0%	0.0%	5.4%
	% of Total	0.0%	0.0%	0.5%	4.8%	0.0%	5.4%
	Std. Residual	-.8	-1.4	-.5	1.9	-.9	
	Count	0	2	2	10	1	15
	% within Department which the respondent work	0.0%	13.3%	13.3%	66.7%	6.7%	100.0%
	% within How much are you satisfied with your job?	0.0%	5.3%	6.2%	11.1%	6.7%	8.1%
	% of Total	0.0%	1.1%	1.1%	5.4%	0.5%	8.1%
	Std. Residual	-.9	-.6	-.4	1.0	-.2	
	Count	0	3	2	0	0	5
	% within Department which the respondent work	0.0%	60.0%	40.0%	0.0%	0.0%	100.0%
	% within How much are you satisfied with your job?	0.0%	7.9%	6.2%	0.0%	0.0%	2.7%
	% of Total	0.0%	1.6%	1.1%	0.0%	0.0%	2.7%
	Std. Residual	-.5	2.0	1.2	-1.6	-.6	
	Count	11	38	32	90	15	186
	% within Department which the respondent work	5.9%	20.4%	17.2%	48.4%	8.1%	100.0%
	% within How much are you satisfied with your job?	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total	5.9%	20.4%	17.2%	48.4%	8.1%	100.0%
Total							

4.3.12 what kind of performance appraisal is considered important

To investigate what kind of performance appraisal system is considered important for the corporation employees were asked open ended question to describe their opinion among the 186

respondents 70% of them say they prefer performance appraisal that is continuous rather than twice a year this way it will be more effective for the corporation and also for the employees continuous development the rest 20% said they want the current system to be sustained because they think it is much time consuming and cost wise because its twice a year and the rest 10% of the respondents didn't give any response.

4.3.13 Hypothesis Testing

HO: There is no significant positive relationship between performance appraisal system and job satisfactions of employees of fana broadcasting corporate.

Table 2.31

Correlations

			How much are you satisfied with your job?	How much are you satisfied with the current performance appraisal system of the corporation
Spearman's rho		Correlation	1.000	.923**
	How much are you satisfied with your job?	Coefficient		
		Sig. (2-tailed)	.	.000
		N	186	186
	How much are you satisfied with the current performance appraisal system of the corporation	Correlation	.923**	1.000
		Coefficient		
	Sig. (2-tailed)	.000	.	
	N	186	186	

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

As we have seen from the above table On the basis of statistical test the p-value of spearman correlation between performance appraisal and employee job satisfaction is 0.923 which is the p value of spearman's correlation is greater than 0.05 therefore, the null hypothesis is rejected that is HA is confirmed since there is a significant positive relationship between the performance appraisal system and job satisfactions of employees of fana broadcasting corporate.

4.2.13 Regression analysis

This is analysis that is almost a continuation of correlation the researcher has been used linear regression in which one independent variable used to predict one dependent variable. the result of

the regression analysis between the independent variable performance appraisal which predict the employee job satisfaction presented as follow:-

Table 2.32 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.953 ^a	.909	.908	.325	.909	1831.630	1	184	.000

a. Predictors: (Constant), performance appraisal system

b. Dependent variable job satisfaction

In the above table the needed measure is the R square (model summary) in which it is the measure of the success of the model. It shows how much variance of dependent variable is capture. In this case the R square =0.908 and it can be interpreted as the weighting combination of performance appraisal explained approximately 90 percent of the variance in job satisfaction.

Table 2.33 ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	193.234	1	193.234	1831.630	.000 ^b
	Residual	19.412	184	.105		
	Total	212.645	185			

a. Dependent Variable: job satisfaction

b. Predictors: (Constant) performance appraisal

The above table revealed the Sig (ANOVA) and it is the significance of the model. .000 means we reached significance and can accept hypothesis.

Table 2.34 Coefficients

Model		Un standardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.078	.079		.978	.329
	Performance appraisal	.942	.022	.953	42.798	.000

a. Dependent Variable: job satisfaction

Beta coefficient is needed here and the beta value is positive that means a higher positive effect of performance appraisal associated with higher job satisfaction.

The result of regression analysis can be presented as performance appraisal can be significantly predict job satisfaction.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATION

Based on finding of the research the following summary, conclusions and recommendations are presented.

5.1 SUMMARY

On standard setting aspect respondents reacted to all the item positively in this category particularly to the item employee participate in setting the standards with mean value of 2.41 from this we can conclude the present of standard setting and communication of expectations to rate at the start of an appraisal period. to the rater aspect of performance rating respondents were positive to all items in the category. The mean of all five items were between 2.34 and 2.50 from this we can conclude that employees are certain about their rater.

Respondent perceived the appraisal instrument inappropriate and the content of instrument irrelevant. The mean value of the two items in this category namely standards measure what they do and performance expectations reflect the most important factor were 3.20 and 3.22 respectively. From this we can conclude that the instrument used by FBC is not capable to measuring the job related behavior of employees.

Regarding Providing feedback respondents were positive particularly to the item my rater lets me know how I am doing mean 2.50 and showed positive response to the item my rater give me feedback mean 2.19 and my rater review my progress towards goal mean 2.48 based on these facts we can conclude that there exists a working feedback process in corporation.

About accuracy of rating respondents react with disagreement to both the items in the category that is rating is based on how well they do mean 3.05 and rating reflect how much work they do mean 3.10 this leads to conclusion that what employee are receiving as their performance result is not the right reflection of their actual performance. The rating of employees lack reliability and the result cannot be used as a base for any decision. This makes the rating result of employees inappropriate in other human resource decision area like salary increment, promotion, training need identification and etc.

Respondents were not happy about explaining rating decision the appraisal discussion particularly to the item my rater help me to understand the process used to evaluate and rate my performance mean 3.25 and my rater take time to explain my rating result mean 3.15 respondents were particularly also disagreed my rater let me ask questions and my rater help me understand what I

need to do to improve my performance therefore we can conclude that the appraisal discussion between the rater and ratee is not free and transparent. during discussion raters fail to show ways that employees can use to improve their performance

Respondents were happy with the appeal procedures of the corporation by responding positively to almost all items in the category, all the items were in the agree category except the item my performance rating can be changed if I can show that it is incorrect or unfair mean 2.99 therefore, it's possible to conclude that appeal procedure exists.

Overall employees reaction towards the PAS was the majority of the respondents were not satisfied the appraisal system, the way PAS evaluate and rate them, communicating their feeling of disagreement and with appeal and feedback process and Most of the employee and also think the performance appraisal is unfair mean value of 3.37 and for future action they want the corporation to change the way it evaluate and rate employees job performance.

Regarding Overall effect of PAS on employee job satisfaction the majority of the respondents respond the whole system of appraisal is not identifying the skilled employees and the result is not being used for promotion. In addition they are not satisfied with their job and also with the performance appraisal system of the corporation. The effect of PAS on the job satisfaction of employees varies by work department and the majority employees also think that the current PAS of the corporation need to change because they think appraisal system that is continuous is important for the corporation because its effective than twice a year performance appraisal.

5.2 CONCLUSION

From the finding of the study we can conclude that there is a formal appraisal system in the corporation, the appraisal system has performance setting at the beginning of the appraisal period, employees are certain about their raters capability of rating, about the feedback system and procedure of appeal and on the contrary on the item about forms of appraisal, accuracy of rating, explaining rating decision most of the employees disagreed on this items. Most of the employees are not satisfied with current appraisal system and they also want it to be change for the future..

5.3 RECOMMENDATION

Based on the above conclusions the following recommendations are forwarded

The Performance appraisal form that is being used by the corporation requires major change since the scales in the form are too general, subjective and lack specific work relatedness. In addition the corporation needs to adjust the appraisal forms and its content in such a way that reflects the work related behavior of employees. There is also a need to customize the rating formats by considering the difference among jobs and positions in the corporation.

To ensure rating accuracy FBC need to rate the performance of its employee on regular basis at least twice a year and further since performance appraisal is more traditional approach towards performance management the corporation in addition to what it have it need to introduce a performance management system.

The performance appraisal discussion should be an interactive process, giving to employees the chance to participate, ask question, respond feedback and offer suggestions for further carrier development. Procedure of appeal is one of the step of performance appraisal system hence even if in the corporation procedure appeal exist employee it shall make fill the employees that they can change their rating if they perceive the rating is unfair. The corporation needs to enhance the confidence level of their employee in the appeal process to make the system very successful.

FBC needs to train the raters in order to enhance their capability towards performance appraisal aspects particularly in appraisal discussion, communicating and forwarding constructive criticisms and performance appraisal rating result.

Regarding the whole performance appraisal system of FBC the majority of the employee does not find it fair and satisfactory and also it has negative effect on their job satisfaction hence the corporation needs to introduce new performance evaluation system that is more contemporary and continues performance evaluation system. FBC needs to give a due attention to performance appraisal and formal review shall not take the place of valuable informative communication between evaluation period conveying construct criticism or praise for a job well done. Regarding employee performance it's desirable to give the employee immediate feedback rather than waiting for annual review date.

Even the most well designed PAS is useless unless the organization is committed to ensure that it's used properly and constantly. FBC and specifically its human resource department must take an active role in the process encouraging managers to conduct timely and accurate appraisal, reviewing individual performance evaluation in advance and working with manager to revise the performance appraisal as necessary.

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Annex 1 Questionnaire

**ADDIS ABABA UNIVERSITY
SCHOOL OF COMMERCE
Questionnaire to conduct Research on Performance
Appraisal Practice of
Fana Broadcasting Corporate**

Dear respondent,

I thank you very much in advance for your willingness to spend some of your valuable time to respond to this survey questionnaire. Your genuine reply helps in assessing the effect of employees' performance appraisal practice on employees' job satisfaction in Fana Broadcasting Corporate. The researcher would like to emphasize that this study primarily will be used for academic purpose as partial fulfillment of the Degree of Master in human resource management and secondly the recommendation of the finding will be provided to the top management team of Fana Broadcasting Corporate in order to use the finding and recommendation as input to design better employees' performance appraisal system. Moreover, the researcher believes that the final paper will serve as a reference in future studies of similar nature.

I would like to assure you that your response will be treated strict confidentially and will be used only for the purpose of this research and be presented in aggregate without being revealed individual respondent's response. The survey questionnaire contains about three related parts: the first part deals about respondents demographic information; the second and the third parts are general question regarding employees' performance appraisal practice in the corporation.

Finally, you are kindly requested to return the questionnaire by answering every possible item at your earliest time.

General Instructions

- **There is no need of writing your name**

Thank you, for your cooperation and timely response in advance.

Yordanos Belay

I-Demographic Information

(please put (✓) to indicate your answer)

1. sex Male Female

2. Your age category 18-25 26-40 41-50 51-60
 above 60

3. Years of service or work experience in the Fana broadcasting corporate

Less than one year 1-3 years 4-5 years

6-10 years more than 10 years

4. Highest formal education attended

MA Bachelor's Degree Diploma High School

5. Under which department are you working?

CEO Operation department /journalists/

Finance and administration IT

Sales Marketing

Engineering Media research and audience relation

II – Please indicate the level of your agreement with the statement below

(Please put (✓) to indicate your answer)

Definition of some term

PA – Performance Appraisal.

PAP- Performance Appraisal Process

PAS- Performance Appraisal System

1. Is there a formal performance appraisal system in your organization?

Yes No I do not know

S.N	Setting performance expectations	Strongly agree	Agree	Neither agree nor disagree	disagree	Strongly disagree
1.	The performance appraisal process requires that performance expectations be set for me at the start of a rating period					
2.	My rater clearly and regularly explains to me what he or she expects for my performance					
3.	The PAP allows me to help set the performance standards that my supervisor will use to rate my performance					
	Rater assurance	Strongly agree	Agree	Neither agree nor disagree	disagree	Strongly disagree
4.	My corporation makes sure that I am assigned to a rater who is qualified to evaluate my work					
5.	My corporation ensures that I am assigned a rater who knows what I am supposed to be doing					
6.	My corporation makes sure that my rater understands the requirements and difficulties of my work					
7.	My corporation makes sure that my rater understands the PAP rating procedures and rating format					
8.	My corporation makes sure that I am assigned a rater that knows how to evaluate my performance					
	Appraisal form and its content	Strongly agree	Agree	Neither agree nor disagree	disagree	Strongly disagree
9.	The PAS makes sure that my performance expectations measure what I really do for the corporation					
10.	The expectations set reflect the most important factors in my job Providing feedback					
11.	My rater or corporation lets me know how I am doing					
	Providing feedback	Strongly agree	Agree	Neither agree nor disagree	disagree	Strongly disagree
12.	My rater regularly gives me feedback that is important to the things I do at work					
13.	My rater reviews with me my progress towards my goals					
	Accuracy of rating	Strongly agree	Agree	Neither agree nor disagree	disagree	Strongly disagree
14.	My performance rating is based on how well I do my work					
15.	My performance rating reflects how much work I do					
	Explaining rating decision	Strongly agree	Agree	Neither agree nor disagree	disagree	Strongly disagree
16.	My rater helps me to understand the process used to evaluate and rate my performance					
17.	My rater takes the time to explain my rating result					
18.	My rater lets me ask him or her questions about my performance rating					
19.	My rater helps me understand what I need to do to improve my performance					
	Procedure of Appeal	Strongly agree	Agree	Neither agree nor disagree	disagree	Strongly disagree

20.	I have ways to appeal a performance rating that I think is biased or inaccurate					
21.	I can challenge a performance rating if I think it is Unfair					
22.	My performance rating can be changed if I can show that it is incorrect or unfair					
	How employees feel about the overall performance appraisal practice	Strongly agree	Agree	Neither agree nor disagree	disagree	Strongly disagree
23.	overall, I think the PA system is fair					
24.	I am comfortable in communicating my feelings of disagreement about my rating to my supervisor					
25.	I am satisfied with the appeal process of the performance appraisal system					
26.	I am satisfied with the feedback aspect of performance appraisal system					
27.	I am satisfied with the way the PAS is used to evaluate and rate my performance					
28.	My corporation needs to make certain adjustments to the existing PA system					
29.	I think my corporation should change the way they evaluate and rate job performance					
	Overall effect of PAS on level employee job satisfaction	Strongly agree	Agree	Neither agree nor disagree	disagree	Strongly disagree
30.	Sometimes performance evaluations does not identify the skilled employees					
31.	Do you agree the evaluation results you get					
32.	Does performance evaluation serves on the basis of job satisfaction					
33.	Does performance evaluation serves on the basis of promotion					
34.	How much are you satisfied with you job	strongly satisfied	satisfied	Somewhat satisfied	Dissatisfied	Strongly dissatisfied
35.	How much are you satisfied with the current performance evaluation system of your organization					

III-Please describe the following questions

- 1.What kind of performance appraisal practice is considered by you is important for the corporation_____
- 2.If you would like to add any comments about your answers or the PA system of the corporation please write them below.

Thank you again!!

Annex 2 performance appraisal evaluation forms of FBC

በፋና ብሮድካስቲንግ ኮርፖሬት አ.ማ.

ደብዳቤ ቁጥር የሰራ መሪዎች የRW ተዕባይ ለሌሎች ቅጽ

የሠራተኛው ሙሉ ስም _____

ዘርፍ _____ ዋና ክፍል _____

የሰራ መደብ መጠሪያ _____ ደረጃ _____

ቅፁ የተሞላው ከ..... እስከ ላለው ጊዜ ነው::

የሠራተኛው ቁጥር	የሰራ መደብ ስም	የመመዘኛ ነጥብ				
		5	4	3	2	1
1	የሰራ አውቀትና የዕቅድ ዝግጅት ብቃት					
2	የሰራ ደንብ የተገባበት ሁኔታ ለሰራተኛው ማብራሪያ ማድረግ					
3	የሰራ ስርዓት (Live) ስራ ችሎታና ስብዕና:-					
4	የሰራው ጥራት					
5	የሰራ ስራው ላይ የሰራተኛው ችሎታ					
6	የሰራ ስራው ላይ የሰራተኛው ማብራሪያ					
7	ለሰራው ያለው አመለካከት					
8	ስራው ላይ የሰራተኛው ለማረምና ለመቀበል ያለው ዝግጅት:-					
9	የሰራ አጠቃቀምና የሰራ ሰዓት ማክበር:-					
10	የሰራ ስራው ላይ የሰራተኛው ማብራሪያ					
11	የሰራ ስራው ላይ የሰራተኛው ማብራሪያ					
12	ከሌሎች የሰራ ባልደረቦቹ እና የሰራተኞች ጋር ተግባራዊ የመስራት ችሎታ:-					
13	ለሰራ ስራው ላይ የሰራተኛው ማብራሪያ					
14	የሰራ ስራው ላይ የሰራተኛው ማብራሪያ					
15	የሰራ ስራው ላይ የሰራተኛው ማብራሪያ					
	ድምር					
	አማካይ					

- ለሰራ መሪዎች ብቻ የሚሞላ

1. በስራ አፈፃፀም የታዩ ጥንካሬዎች ማጠቃለያ አስተያየት _____

2. ከስራ አፈፃፀሙ ውጤት ትኩረት የሚገባቸው ድክመቶችና መወሰድ ያለበት እርምጃ _____

3. ተጨማሪ አስተያየት _____

ከላይ የተሰጠው የስራ አፈፃፀም ግምገማ ያለአድልዎና ተፅዕኖ ከስራው አንፃር ብቻ በማገናዘብ የተደረገ ግምገማ መሆኑን አረጋግጣለሁ።

የገምጋሚው ስም _____ የስራ ኃላፊነት _____ ፊርማ _____ ቀን/ወር/ዘመን _____
የተገምጋሚው ሠራተኛ አስተያየት /ካለ/ _____

የተገምጋሚው ስም _____ የስራ ኃላፊነት _____ ፊርማ _____ ቀን/ወር/ዘመን _____
ያረጋገጠው ኃላፊ አስተያየት _____

ያረጋገጠው ኃላፊ ስም _____ የስራ ኃላፊነት _____ ፊርማ _____ ቀን/ወር/ዘመን _____
ያፀደቀው ላፊ አስተያየት _____

ያፀደቀው ኃላፊ ስም _____ የስራ ኃላፊነት _____ ፊርማ _____ ቀን/ወር/ዘመን _____

በፋና ብሮድካስቲንግ ኮርፖሬት አክሲዮን ማህበር
ፎታብሎች (ቴ/ክ፣ ማ/ሽ፣አፋ) እና የስራ መሪዎች ERW TÔI ËN
LL Šf ቅጽ

የሠራተኛው ስም _____

ዘርፍ _____ ዋና ክፍል _____

የስራ መደብ መጠሪያ _____ ደረጃ _____

ቅጽ የተሞላበት እ.ኤ.አ ከ እስከ ላለው ጊዜ ነው።

ተ.ቁ	የመመዘኛ ርዕስ	የመመዘኛ ነጥብ				
		5	4	3	2	1
1	የሥራው እውቀት					
2	የሥራው ጥራት					
3	ለስራው ያለው አመለካከት					
4	የስራ ተነሻሽነት					
5	የስራ ፍጥነት					
6	የስራ ሰዓት ማክበርና በጊዜ መገኘት					
7	ስህተቶችን ለማረምና ለመቀበል ያለው ዝግጅት					
8	ንብረት አያያዝና አጠቃቀም					
9	ኃላፊነት የመቀበል ችሎታ					
10	ከስራ ጓደኞች ያለው ግንኙነት					
11	ስነ-ምግባር፣ ፕርሰናሊቲ፣ የግልፀባይ					
12	ከሀላፊዎች ጋር ያለው ግንኙነት					
13	• የአመራር ብቃት					
14	• ከቦታች ስራተኞች ያለው ግንኙነት					
	አማካይ ነጥብ					
	አማካ, ድምር					

- ለዘስራ መሪዎች ብቻ የሚሞላ

የገምጋሚው አስተያየት _____

ከላይ የተሰጠው የስራ አፈፃፀም ግምገማ ያለ አድልዎና ተፅእኖ ከስራው አንፃር ብቻ በማገናዘብ የተደረገ ግምገማ መሆኑን አረጋግጣለሁ።

የገምጋሚው ስም	የስራ ኃላፊነት	ፊርማ	ቀን
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የተገምጋሚው ሠራተኛ አስተያየት _____

ፊርማ _____ ቀን _____

ያረጋገጠው ኃላፊ አስተያየት _____

የገምጋሚው ስም	የስራ ኃላፊነት	ፊርማ	ቀን
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ያፀደቀው ኃላፊ አስተያየት _____

ያፀደቀው ስም	የስራ ኃላፊነት	ፊርማ	ቀን
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