

**DETERMINANTS OF EMPLOYEES' PERFORMANCE
EVALUATION SYSTEM: THE CASE OF GOVERNMENT
SECTOR GINNIR DISTRICT, EAST BALE ZONE, OROMIA,
ETHIOPIA.**



A Thesis

**Submitted to College of Business and Economics in
Partial Fulfillment of the Requirements for the Degree in
Master of Business Administration /MBA/**

BY; Zewdu Tola Feyissa

Advisor: Muhamed Husen Mamma (Ass Prof.)

**Madda Walabu University
College Of Business and Economics
Department of Management**

April, 2024

Robe - Bale Ethiopia

Formatted: Left, Tab stops: 3.14", Left

Declaration

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

Name: Zewdu_Tola_Feyissa

Signature -----

Date of submission -----

Formatted: Left, Tab stops: 3.14", Left

ACKNOWLEDGEMENTS

Formatted: Space After: 12 pt

First, and above all I would like to acknowledge the Almighty God to whom I owe all of my life's achievement. My deepest and most appreciation go to my advisor MuhamedHusen Mamma (Ass Prof.) I would like to say thank you for invaluable professional advice, intellectual guidance, un served suggestion, careful attention, and constructive comments. Really without your help and constructive comments nothing becomes convenient for me for writing this research proposal.

My special thanks also go to my instructors department of management study for their knowledge providing and encouragement. I would also like to thank Madda_Walabu University for giving me the chance to learn here my Master Degree program in MBA and giving me permission to conduct study.

My heartfelt gratitude goes to my wife, Seniet_Kebede and my children's Fenet_Zewdu and BekaZewdu. Thank you for being my biggest supporter in all possible ways and for your encouragement, love and understanding.

I am also very much happy to express my heartfelt thanks to my father Tola_Feyyisa and my Mother Megretu Demise and all persons for their moral support and great ambition and inspiration to see my success.

Formatted: Left, Tab stops: 3.14", Left

APPROVAL SHEET

DETERMINANTS OF EMPLOYEES' PERFORMANCE EVALUATION SYSTEM: THE
CASE OF GOVERNMENT SECTOR GINNIR DISTRICT, EAST BALE ZONE, OROMIA,
ETHIOPIA.

MADDA WALABU UNIVERSITY COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF MANAGEMENT, MBA

APPROVED BY:

Advisor: **Muhammadhusen Mamma(Ass. Prof.)**

Signature _____

Date_____

Internal Examiner_____

Signature _____

Date_____

External Examiner _____

Signature_____

Date _____

Formatted: Left, Tab stops: 3.14", Left

Table of Contents

Content	Page
Declaration.....	<u>1i</u>
ACKNOWLEDGEMENTS.....	<u>2ii</u>
APPROVAL SHEET.....	<u>3iii</u>
LIST OF FIGURES	<u>7vi</u>
LIST OF TABLES.....	<u>8vii</u>
ACRONYMS.....	<u>9viii</u>
ABSTRACT.....	<u>10ix</u>
CHAPTER ONE	<u>11i</u>
1. Introduction	<u>11i</u>
1.1 Background of the study	<u>11i</u>
1.2 Statement of the problem	<u>13j</u>
1.3. Objectives of the Study	<u>14k</u>
1.3.2 Specific Objective.....	<u>14k</u>
1.4. Hypothesis of the Study	<u>15l</u>
1.5 Basic Research Questions	<u>15m</u>
1.6 Significance of the Study	<u>15m</u>
1.7 Scope of the Study.....	<u>16n</u>
1.8 Limitation of the Study	<u>16n</u>
1.9. DEFINITION OF KEY TERMS	<u>16n</u>
1.10 Organization of the Study	<u>17o</u>
CHAPTER TWO	<u>11p</u>
2. REVIEW OF RELATED LITERATURE	<u>18p</u>
2. 1 FACTORS AFFECTING EMPLOYEE PERFORMANCE	<u>18p</u>

2.1.1 Organizational Related Factors	188
2.1.2. Employees Related Factors	204
Timeliness: This is the degree to an employee complete his/her assigned activity at the previous possible time.	234
2.2. Meaning and Concept of Performance Appraisal	Error! Bookmark not defined.15
2.1.2 Theories Related to Employee Performance.	254
2.2.2 Empirical Studies on Performance Appraisal.....	Error! Bookmark not defined.18
2.3. Conceptual Framework of the Study.....	274
2.4 Conceptual framework	292
CHAPTER THREE	312
3. RESEARCH METHODOLOGY.....	312
3.1 Description of the Study Area.....	312
3.2 Research Design.....	324
3.3. Data Collection Instruments.....	332
3.4. Population and Sampling Method.....	342
3.4.1 Population of the study.....	342
3.4.2 Sampling Method	342
3.5. Data Type and Source	362
3.6. Validity and Reliability of Data Collection Instruments.....	362
3.7 Method of Data Analysis	362
3.8. Model Specification	372
3.8.1 Multiple Regressions	372
3.9. Ethical Consideration	383
CHAPTER FOUR.....	393
4. RESULT AND DISCUSSION.....	393

4.1. INTRODUCTION.....	39 <u>31</u>
4.2. Demographic Characteristics of the Respondents.....	39 <u>31</u>
4.3. Current level of employee commitment.....	41 <u>33</u>
4.4. Factors that affecting employee's performance evaluation.....	42 <u>34</u>
4.4.1. Descriptive Analysis	42 <u>34</u>
4.4.2. Regression Analysis.....	45 <u>36</u>
4.4.3. Multiple linear regression of constraints of the performance evaluation	45 <u>36</u>
4.4.4. Goodness of fit of multiple linear regression model	46 <u>37</u>
4.4.5. Hypothesis test of multiple linear regression model	47 <u>38</u>
4.5. Challenges of Employee Performance Evaluation.....	49 <u>40</u>
CHAPTER FIVE	51 <u>42</u>
5. SUMMARY, CONCLUSIONS AND RECOMMENDATION	51 <u>42</u>
5.1. SUMMARY OF MAJOR FINDINGS.....	51 <u>42</u>
5.2. CONCLUSIONS.....	53 <u>44</u>
5.2. RECOMMENDATIONS	55 <u>46</u>
REFERENCES	57 <u>48</u>

LIST OF FIGURES

Figures	Page
Figure 1 Conceptual framework	<u>Error! Bookmark not defined.</u> ²²
Figure 2 Map of study area	<u>32</u> ²⁴

LIST OF TABLES

Tables	Page
Table 1 List of Government sectors in Ginnir District and their proportional sample size.....	35 ²⁷
Table 2 Gender, Age and Educational status of respondents.....	40 ³¹
Table 3 Marital status of respondents	41 ³²
Table 4 Respondents opinion on the current level of employee commitment.....	42 ³³
Table 5 Factor affecting employees performance evaluation.....	43 ³⁴
Table 6 ANOVA test	46 ³⁷
Table 7 Model summary	46 ³⁷
Table 8 the results of multiple linear regression analysis	47 ³⁸
Table 9 Challenges of Employee Performance Evaluation	49 ⁴⁰

ACRONYMS

BARS	Behaviorally Anchored Rating Scale
FGD	Focus Group Discussion
HRM	Human Resource Management
HRAM	Human Resource Accounting Method
MBO	Management by Objective
PA	Performance Appraisal
PM	Performance Management
PAP	Performance Appraisal Purpose
PA C	Performance Appraisal Criteria
PAM	Performance Appraisal Methods
PDP	Personal Development Plan
OF	Office Facilities
SPSS	Statistical Package for social science

Formatted: Left, Tab stops: 3.14", Left

ABSTRACT

The purpose of this study was to examine the Determinates of employee's performance evaluation system in Government Sectors in Ginnir District, East Bale, Oromia. Both probability and non-probability sampling techniques were used to select participants from each cluster's sector. Samples of 337 participants consisting of Employees, appraisal committee, and sectors head, were selected and used as a sample of the study (Gindhir, Woreda public service 2015). Thus, questionnaire was used for employees and Appraisal committee, in depth was conducted with office head, FGD was conducted with two selected pull sectors from service clusters and appraisal committee. Document analysis was employed to gather information. Both qualitative and quantitative data analysis methods should be used to analyze the data. Qualitative data was analyzed through narrative description, and or direct quotations of the opinions of the participants. Quantitative data were analyzed through Descriptive statistical tools such as frequency distribution, percentage, weighted mean, standard deviation was employed to describe the data quantitatively and SPSS and multiple regression was used to analyze data. Accordingly, the regression output result of Employee Motivation has positive and statistically significant impact on employee performance evaluation system in government sector of Ginnir district. The correlation analysis also confirmed positive and significant relationship. The extent of Personal Development Plan has positive and statistically significant impact on employee performance evaluation system in government sector of Ginnir district. From this it was concluded that as adequate Personal Development Plan increase it led to correspondent increase in their performance evaluation system. The correlation analysis also confirmed positive and significant relationship.

Keywords: Employee Performance Evaluation Appraisal

CHAPTER ONE

1. Introduction

This chapter includes background of the study, statements of the problem, research questions, objectives of the study (general and specific objectives), significant of the study, limitation of the study and definition of basic terms.

1.1 Background of the study

Performance can be defined as the accomplishment of specified task measured against pre-determined or recognized standards of accuracy fullness, cost and speed. Organizations are systems operating on three distinct levels which are at organizational, departmental (business process), and individual levels. Each level requires evaluation based its goal, design, and management practices. This process deals a long-term approach that enables firm leaders, managers, and employees to develop a common shared view of the organization and its future (Gilleyetal, 2009) Performance Management (PM) is the systematic process of transforming an Organization's performance to more important prospects by developing its employees' performance (Armstrong,2009).Armstrong M. (2006) also perceived that PM is a continuous process of identifying measuring and developing the performance of employees and linking the performance with the overall goals of an organization and makes the contribution of employees to an organization very clear.

Performance Appraisal (PA) is the part of PM that objectively mature_employee "performance in terms of quality, quantity and cost and time (Frimpomaa, 2014).Asamoah (2012) norfied that PA is systematic continuous evolution of employee's job performance by supervisor's who are mainly match with their performance, during a given period of time, against certain per-established PA criteria. Mathis, (2010) noted that employee's" PA could be directed either formally or informally. Formal review is the review's process conducted at consistent time interval to measure employee "job performance level, and is used when the constant between a manager and an employee is formal, whereas informal review is that continuous evaluation of employee "performance by evaluator's during the process (Maths, R.L, and Jackson, J.H., 2010).

Employee are the most critical part, and respected resources that provide talent, skill, knowledge and efforts which enable an organization to exist and utilize all other resources efficiently (Khanka, 2013). Accordingly Karak, (2019) Perceived that the success and survival of an organization primarily based on the way in which employees are developed, and managed, and its ability to properly measure whether its employees are on the right ways of best performer or not on a given job. According to Cooke (2016) employee performance can be defined as the achievement of specified task measured against predetermined or separated standards of accuracy, completeness, cost and speed. Employee's performance is depending on the willingness and also the openness of the employees itself on doing their job.

There are lots of organization in which their employees run in to different problems with working conditions related to work office related problems (Leblebici, 2012). It is the quality of the employee's work place materials that most impact on their level of motivation and subsequent performance. How well they engage with the organization, especially with their immediate environment. Influences to a great degree their error rate, level of innovation and collaboration with other employees, absenteeism and ultimately, how long they stay in the job.

A well trained, motivated workforce makes it possible to achieve the organization's success. For this reason, management has to supply not only raw materials, facilities, and equipment, but it is also has to motivate its employee's. Productivity, and quality are the key areas of success and these based on performance of the employees. Employees will perform well if they are motivated (Armstrong, 2010).

There are different factors that determine the performance of employees in Government sector which extends from several factors such as, employees related factors, organizational related factors, customers related factors, and system related factors are the determinates of employees performance in the organizations (Gindhir woreda public service 2015). Hence, in this study, the determinant factors affecting employee 'performance at Gindhir District Government sectors was investigated through detail assessment. Gindhir District Government sector is among the East Bale district government sectors which is implementing the employee's performance evaluation system. However, the implementation of the system in the area is determined with different factors like, training, motivation, reward, personal development plan, office facility, leadership role, employees attitude and system related factors are tend with implementation. Therefore, the

researcher was highly interested to conduct this study and investigated the determinates of employee's performance evaluation to help decision make on the improvement on the employee's performance implementation to achieve the desired goal.

1.2 Statement of the problem

Performance Appraisals is the synergetic sum total of the performance of employees in the organization. Performance Appraisal is one of the relevant and considerable reforms programs that are effective and efficient in responding and satisfying public needs. The performance Appraisal is the most important, and cannot separate from the organization life and employee existence (Laura, 2012). Khan,(2013) conducted that PA is the key tool used to assess employees performance in an organization as it prepare useful information in making decision beyond; employees transfer promotion, transfer, salary and wage increment, and separate employees strengths, and weaknesses, decide employees training and development needs as well as planning their coming progress, and creed directions. Mostly, if PA is well organized and effectively employed then it; provides a moral opportunity to largely recognized employees, achievement and offered to the organization. Bintu S., (2014) can prepare correct assessment of employees productivity and quality of work, and can encourage employees to advanced level of performance by offering them effective feedback. Dagmawit, (2013) carry wellbeing and growth of the organization, development, and motivations of employees. But, on the opposing and fact on the ground, performance appraisal are not get high attention by most of government organization, and implemented like as a usual process rather than taking as information provider, motivation and reform tools and also not consider as customer centered, results are not related with organizational goals on the basis of implementation and decision will made. Getamesay (2016) also tries to assess as training, organizational related factors, leadership, leadership, motivation and working environment have positive relationship and employees' performance. However, he lacks to consider the individual and performance related factors. The study will focused on some aspects of the determinate factors affect employee performance. Thus the researcher observed the gap and tends to investigate the determinate factors of employee's performance evaluation and focus on variables like employees related factors, being in the government sectors as a rule proper plan prepared from office and cascade to individual employees and employees are paper action plan weekly, monthly, quarterly and annual. But, the

Formatted: Space After: 12 pt

Formatted: Left, Tab stops: 3.14", Left

employees are not cascade a plan properly and record work standard in their daily activity for future evaluation. Most employees does not gives high attention for the performance evaluation result, they takes as a usual process from prospective of view. Related to organizational factors, leader do not give attention for the system and higher performer employees are not separated from lower performers one, even those higher performer employees and best practice are exist leader does not give recognition and others incentives. Training does not given separately to empower the low performer employees and office facilities are not adjusted and well organized. System related factors are, purpose of employees performance appraisal are not clear understand by employees, criteria does not much with job description, all employees are evaluated with the same criteria. Customers are not undertaken when performance evaluation is conducted both employees and organizations are no care about customers and do not compare performance result within customers satisfaction. To generalized the gap of study individual employees are not record they daily work activity, evaluate themselves how act with standard and leaders does not give regular feedback for employees._so in most sectors it is difficult to measure actual performance of employees compare with work standard. As a result this initiated the researcher to conduct on determinates of employee's performance evaluations. Therefore, the researcher expect that this study will contribute to close the existing problems mentioned earlier

1.3. Objectives of the Study

1.3.1. General Objective

The General objective of the study is to investigate the determinates of employee's performance evaluation system in Government sectors in Gindhir District East Bale Zone, Oromia, Ethiopia.

1.3.2 Specific Objective.

1. To examine current level of employee commitment in sectors in Gindhir District East Bale, Oromia, Ethiopia.
2. To assess the factors that affecting employee's performance evaluation_sectors in Gindhir District East Bale, Oromia, Ethiopia.
3. To analyze challenges related to employee's performance evaluation process_sectors in Gindhir District East Bale, Oromia, Ethiopia.

1.4. Hypothesis of the Study

Hypothesis of the study stand on the theories related to Employees performance evaluation system that has been developed over the years by Employees performance evaluation system researchers. In order to analyze determinants of Employees performance evaluation system at work place based on theories and past empirical studies the researcher set and examined the following hypothesis.

H₀: employees motivation have no significant impact on Employees performance Evaluation System

H₀: Attitude have no significant effect on Employees performance Evaluation System

H₀: personal development plan has no significant impact on Employees performance Evaluation System

H₀: Leadership role plan have no significant impact on Employees performance Evaluation System

H₀: Reward have no significant impact on Employees performance Evaluation System

H₀: Office facility have no significant impact on Employees performance Evaluation System

H₀: Training have no significant impact on Employees performance Evaluation System

1.5 Basic Research Questions

To investigate the determinates of employee's performance evaluations, the study will address the following research questions;

1. What seems like current level of employee commitment in Government sectors in Gindhir District East Bale, Oromia, Ethiopia?
2. Which factors that affect employee's performance evaluation_of sectors in Gindhir District East Bale, Oromia, Ethiopia?
3. What are challenges of employee's performance evaluation in Government sectors in Gindhir District East Bale, Oromia, Ethiopia?

1.6 Significance of the Study

The result of this study may have the following importance for different bodies. primarily, the result of this study will, help the managements of the sector to take proactive measures to make them aware of the relevance of the need for the appraisal, and to improve the appraisal system in the sector to understand about how employees are evaluated. Besides, it well enables the

employees of sector to identify and understand determinates of employees performance evaluation and make correction and adjust themselves for better performance evaluation by improving they skill, and notify that, the role of leadership is very important to achieve the objective of employees performance appraisal and introduce the perception of customer on employees performance evaluation beyond their result.

The finding of the study, will assist the readers to simply understand how the PA practice is undertaken in the office, what determine employees' performance, and for what purposes does the result of evaluation is used.

Finally it may serve as a reference source for others researchers who desire to conduct specially on practice and challenges of employee's performance evaluation by providing intense knowledge, and skills for further study in the areas

1.7 Scope of the Study

In orderto carry out the study effectively, delimiting the scope of the study to a manageable, reliable size very crucial. Therefore, the researcher purposely delimited the scope of the study to investigate the Determinates of employee's performance evaluation, geographically, it_was conducted in Government_sectors in Ginnir District East Bale zone, Oromia,_Ethiopia. Methodologically, the study was delimited to only on these title, while the existence of shortage of time, resource and energy._As a result this initiated the researcher to conduct on determinates of employee's performance evaluations system.

1.8 Limitation of the Study

In conducting this study, the researcher faced some challenges and shortages from methodological limitations. The main problem is geographical limitation of the study in to Ginnir District. The other limitation is regarding lists of independent variables; the independent variables are not limited to those listed, discussed and presented in this work but many more are not covered due to financial and time limitations

1.9. DEFINITION OF KEY TERMS

Reward is incentive or recognition given to employees based on their performance._it may be in terms of finance or others promotions.

Motivation is the will or desire to do something that conditioned by the activity or the ability to satisfy some needs (Bateman & Snell, 2011).

Training refers to linking the gap between the current performance and the standard desired performance.

Facilitation of adequate office: materials like, computer, stationery, is an important consideration in which office head, appraisers' committee need to pay more attention to make sure that the basic materials is properly existed.

Leadership style refers to a type of relationship whereby a person makes use of his methods and technique to make many people work collectively for a commonplace undertaking (Field, 2009).

Performance Appraisal Criteria:

According to Siaguru F. (2011) the most common employee PA criteria are traits, behaviors, and result (goal achievement) based criteria.

Performance appraisal methods that can be used to measure employees 'job performance (Khanka, 2013).

1.10 Organization of the Study

This thesis is organized in five chapters. Chapter one provides the general introduction about the whole report. Chapter two presents the review of related literatures. Chapter three provide detail description of the methodology employed by the researcher. Chapter four contains data analysis presentation and interpretation. Finally the last chapter concludes the total work of the research and gives relevant recommendations based on the findings.

CHAPTER TWO

2. REVIEW OF RELATED LITERATURE

2.1.1 Organizational Related Factors

2.1.1.1. Training of Employees

Effective training aimed to improving the employees' performance. Training refers to linking the gap between the current performance and the standard desired performance. Training could be given through different methods such as on the coaching and mentoring, peer's cooperation and participation by the subordinates. This team work enable employees to actively participate on the job and produces better performance, hence improving organizational performance. Training programs not only develops employees but also help an organization to make best use of their humane resources in favor of gaining competitive advantage.

Training have been defined in several ways by different authors. The main idea highlighted in their studies is the workforce capability enhancement. Kumpikaite & Sakalas, (2011) identified Training as the components of the human resource development (HRD) model. The same authors

Khan, & Mahmood, (2012) have defined HRD to be a system or an assortment of such activities that empower organizations to add to the worth of their workforce by bringing behavioral reforms through training, development, and education within a specified time period. Thus, it help building and strengthening the work related attributes of the human resource (workers or employees) in any organization. Moreover, in training there is a specialist who brings the understanding about the expertise vital for enhancing the job proficiency keeping in view present and future job related skill requirements (Saleem et al., 2011). Hence, we may say that training is a more logical and organized way of improving the skills, knowledge, and attributes needed by the workers to better fulfill their job tasks

2.1.1.2 Democratic Leadership Style

Leadership style refers to a type of relationship whereby a person makes use of his methods and technique to make many people work collectively for a commonplace undertaking (Field, 2009). Democratic leadership inspires innovation, team work, creativity and employees are regularly being engaged in evaluation that lead to increased performance, job satisfaction and increased result (Verba 2015). Iqbal et al., (2015) noted that democratic leader makes no

suggestions, however they enquire the opinions of others. This leadership promotes all employees members to participate to make final decision and develop entire process to reach their goals (Trivisonno, 2016).

2.1.1.3 Office facilities

Facilitation of adequate office materials like, computer, stationery, is an important consideration in which office head, appraisers' committee need to pay more attention to make sure that the basic materials is properly existed. Besides, to this workplace improve and hone the employees performance evaluations, adjustable others office furniture, such as desks and chairs, which can support employees in generating their work is recommended, to allow the work comfortably throughout the day (Burke, 2000).

The office design encourages employees to work a certain way by the way their workstations are built. In doing so, the office is answering the plan while making sure their employees have everything they need to work (Al-Anzi, 2009).

2.1.1.4. Reward

Reward is incentive or recognition given to employees based on their performance. it may be in terms of finance or others promotions. Through performance appraisal system the slow and fast working employees are identified. As per the output the management designs the compensation, recognition and reward system (pal, 2011).

Good performer's employees get better incentives whereas poor performer employees may be get less incentives or may be denied. This keeps on motivating the employees whether a slow or fast working situation

Good performer's employees get better incentives whereas poor performer employees may be get less incentives or may be denied. This keeps on motivating the employees whether a slow or fast working situation

2.1.2. Employees Related Factors

2.1.2.1 Motivation

Motivation is the will or desire to do something that conditioned by the activity or the ability to satisfy some needs (Bateman & Snell, 2011). The studies on employees' motivation have been widely practiced in today's across all sectors, regardless of their size. Those Organizations realized that the actions of motivating their employees are vital in order to achieve the organizations' goals. The motivated employees relate to the manners of self-satisfaction, self-fulfillment and commitment that are expected to produce better quality of work and promote employees to for good performance evaluation result, and accommodate to the organizations' policies which will extensively materialize efficiencies and competitive advantage. Motivation enhances the job contribution by performing more meaningful work and interesting as well as the reality that maintains the employees more creative and improves their successive job performance (Rowley & Jackson, 2011). Hence, the employee motivation is clearly important for the success of employees, and achieving the organizational targets and objectives. Furthermore, employee motivation provides as an important factor of business activities whereby high motivation matches with job satisfaction, an intelligence of pride in someone's effort and a lifelong organizational commitment (Rafiqu, Ali & Ahmed, 2017). Job performance is defined as the result of motivation and ability. Ability includes training, education, equipment and simplicity of job, experience and both inborn mental and physical capacity. Given all of these factors at their highest, an employee may still not perform well on the job if the motivation is not directed at that particular task. Highly motivated workers will not achieve results if they do not have the necessary skills, expertise and attitude that the organization requires of them. Similarly, employees with expertise, knowledge and skill will not do well if they are unmotivated. The most widely accepted reason why people are motivated to work and perform is rooted in expectancy theory (Getatesay, 2016).

The most important variables which explain employee performance and which effectively influence such performance are a function of motivation. Employee performance has a positive relationship between ability and motivation. This means that if either is inadequate then performance will be negatively affected. The components of ability which are an individual's intelligence and skills are viewed as accurate predictors of employee performance. The researcher understands that highly motivated employees perform high performance while employees with

low degree of motivation in work system can record low performance results. This is due the fact that motivation is a satisfying factor whose presence strongly and positively affects individual performance and its absence overtime negatively affects individual performance (Kitong, Kingi&Uzel, 2016).

2.1.2.2. Personal Development Plan

The fundamental function, which involves deciding beforehand, what, is to be done, when it's to be done, how it is to be done and who is going to do it. It is an intellectual process which the organization can achieve those objectives and measures employees performance as whole. In employee's performance evaluation personal development plan is very critical. The result of good and poor performance is come from the personal plan. Employees aligned their plan with organizational objective and cascade it annual, quarterly, monthly and weakly performed activity.

The researcher believes that a good plan identify and invite employees to know where they are and went to go in future time,

2.1.2. 3. Employees Attitudes

The most observable behavior in any organization is the attitudes of the employees towards any condition or performance. Employees act and react to a particular way as a result of satisfaction or dissatisfaction on a particular condition, object, process or even leadership. In organization, a worker inclines to put up a positive attitude when they are happy and satisfied. Attitude is a positive or negative feeling or mental state of readiness, learned and organized through experience that utilizes specific influence on a workers response to co-worker, objects and situations (Fishbein and Ajzen (1974). This suggest that employees exhibition of a particular behavior and reactions to both object, situation and people at the work place is as a function of how he/she feels internally which May be positive or negative. A positive feeling indicates satisfaction, readiness to do some work strongly while negative denote dissatisfaction and un-fulfillment which results to insubordination ,lateness , absenteeism , low performance etc. it is simply a theoretical construct representing an individual's degree of like or dislike for an item. According to (Bagherianet al.2009) it is generally positive or negative views held by a person about, place, thing, situation, idea or event. Workers with negative attitudes can ruin and derail the profitability of the organizations. While attitude predictor's factors like commitment, loyalty, motivation, engagement etc. can increase performances, negative attitude such as lateness to

work, absenteeism, laziness, theft etc. can lead to poor performance of employees. This is true as noted by Msiza (2012) who is of the opinion that, positive employee's attitudes create value to the firms otherwise the system which looks perfect in papers turn out with no fruit.

The researcher appreciates the contents of the system which emphasizes on motivation, career plan, and attitude employees related factors and support highly the study.

2.1.3. System Related Factors

2.1.3.1. Purposes of Performance Appraisal

The use of performance appraisal is noted by MelatYilma, (2014) as organized and systematic appraisal event can also form the basis of a review of incentive and planned career progression. Performance appraisal is therefore, a vital activity of the personnel function and the management of human resources. According to Gomez-Mejia L.B., (2012) organizations generally conduct performance appraisals for administrative, developmental, organizational maintenance and documentation purposes. Performance appraisals are used administratively whenever they are the basis for a decision about the employees work condition including promotions, terminations and rewards. Developmental uses of appraisal which are desire toward improving employees performance strengthening their job, skills, including advising employees on effective work behaviors and providing them for training, Organizational maintenance is maintain activity of the organization, dealing with on the poor work performance, planed and documentation is for future. The researcher appreciate the contents of the system which emphasizes on use of performance evaluation for the maters of, documentation, development purpose, Administrative issue and Organizational maintenance is main activity, which is base for all others activities and it helps to improve both

2.1.3. 2. Performance Appraisal Criteria

According to Siaguru F. (2011) the most common employee PA criteria are traits, behaviors, and result (goal achievement) based criteria. Demes (2017) also stated that there are various PA criteria that should be used related to employees, job performance

Quality: this refers to how well employees are expected to perform their assigned work, and the accuracy of the ultimate result.

Quantity: this point out the amount produced and expressed in monetary terms as well as numbers of units.

Timeliness: This is the degree to an employee complete his/her assigned activity at the previous possible time.

2.1.3.3. Performance Appraisal Methods

These appraisal methods are briefly discussed below as stated by different authors. Performance appraisal methods that can be used to measure employees 'job performance (Khanka, 2013).

According to Dressler (2015) Performance Appraisal can be generally categorized into two groups. Traditional (past oriented) methods and Modern (future oriented) methods. On the others hand researchers classified the existent methods to three groups. An absolute standard, relative's standards and objectives. The performance appraisal methods are:

2.1.3.3.1 Traditional Methods

Dessler G.,(2015) stated that traditional Methods of PA are based on rating an individual's personality traits and asserted graphic rating scale, ranking method, critical incidents method, and forced distribution method.

Graphic Rating Scale: The graphic rating scale is the PA method that rates performance on a range such as excellent, good, average, fair, and poor. The range often involves a numerical scale from 1 (lowest performance level) to 5 (highest performance level).

Ranking Method: The ranking method is a performance appraisal method in which the evaluator ranks all employees from a group in arrange of overall performance from best to worst. Accordingly, the best employee in the group is ranked highest, and the poorest is ranked lowest

Critical Incidents Method: The critical incidents method is the PA method that requires preserving written record of positive and negative performance of employees throughout the performance period, and is taken into attention while conducting employee's evaluation

Forced Distribution Method: This method of PA is depend on the idea that employee's job performance adapts to the normal frequency distribution bend in which the evaluator is required to assign is required to assign employees in a work group to a limited number of classes.

2.1.3.3.2. Modern Performance Appraisal Methods

According to Dessler G., (2015) modern PA methods are designed to improve the traditional PA methods, and include human resource accounting method, behaviorally anchored rating scale, and management by objective, and 360 degree appraisal method.

Formatted: Left, Tab stops: 3.14", Left

Human Resource Accounting Method (HRAM)

This method evaluates employee's performance from the monetary benefits the employee affords to his/her organization. This is decided by launching a relationship between the cost involved in evaluating employees' performance and the benefits that an organization originates from the employees.

Behaviorally Anchored Rating Scale (BARS)

Mwema et al., (2014) stated that BARS consists of a pre-determined critical areas of job performance qualities as good or bad. They also noted that in BARS method, employee's work behavior is assessed against the desired behavior by fixing and comparing the behavior with BARS.

Management by Objective (MBO)

MBO is a process in which immediate superior and employees jointly formulate objectives for employees, and define each employee's main areas of responsibility in terms of the result expected of him/her. In this method, employees' job performance is judged by their immediate superior against the objectives set for them. According to Khanka, (2013) MBO consists of four main steps: goal setting, development of performance standards, comparison and periodic review.

Goal setting: The appraisers and appraisees jointly formulate goals.

Development of Performance Standards: Specific, and measurable standard of performance must be mutually developed by both the superior, and employees. This empowers the employees to know what is to be done, what has been done, and what leftovers to be done.

Comparison: In this step, the actual levels of goals achieved are compared with the goals agreed upon. This helps the appraiser to dig out reason for the variation between the actual and standard performance of the employees.

Periodic review: In this step, corrective measure is started when actual performance deviates from the standards formulated in the goal-setting step.

Multi-level Multi-source Feedback System (360 Degree Feedback)

360 degree feedback techniques can be defined as a systematic collection and feedback of performance data on an individual or group derived from a number of stakeholders (the boss, team member, peers, customers, subordinates) in their performance. Dewakar, (2009) 360 Degree feedback system does work first by developing questionnaires, these questionnaires

could be in a mixed or grouped forms, the respondents who are the stakeholders stated above do have a choice of alternative in relation to a particular question

2.1.3.4 Performance Appraisal Period

2.1.4.1. Time to Conduct Performance Appraisal

In any administration activity of an organization, PA also has its own time to be conducted. As of (Banerjee, (2018) organizations use two basic appraisal periods for most employees; the anniversary date/the date the employee entered the current job/ and a common review date appraisals.

The Common Review Date Appraisal System; under a common review date system, all employees are evaluated and compared twice in a years.so that decisions regarding promotions, merit pay increases etc., have a common period of being covered for all employees (Banerjee, 2018) Besides to this, the researcher strongly agreed on the above stated time to conduct Employees performance appraisal, because formal appraisal have its own time to conduct twice in a years.

2.1.2 Theories Related to Employee Performance.

Many theories have been advanced to elaborate the situation related to employee performance and work conditions. Mass low (1943) said that people work to survive and live through financial compensation, to make new friends, to have job security, for a reason of achievement and to feel important in the society, to have a reason of identity, and most especially to have job satisfaction. All employees that have job satisfaction are high performers in their respective job.

On the other hand, Taylor (1911) opined that the most important motivator of workers is salary and wages when he said that "non-incentive wage system inspires low productivity". He said that if employees receive the same wage irrespective of their individual contribution to the goal, they will work less and that employees think working at a higher rate means fewer employees may be needed which discourages employees to work more (Gardner and Lambert 1972). Adding on this, the following theories are reviewed to indicate the relationship between works related factors and employee performance.

relationship and impact on employees' job performance. However, he lacks to consider the individual and performance related factors.

Ikramullah et.al.,(2012) carried out a perceptual survey research study on the purposes of performance appraisal system of civil servants in Dera Ismail Khan District in Pakistan. The findings of the study revealed that civil servants were not very much clear about the purposes of PA. PA reports are organized at the end of the years, feedback is not given to employees regularly, and user does not care about the PA.

The study has recommended that upper level management in the civil service should take serious step to ensure that the PA full file its purposes. The study should also provide necessary support in making critical human resource decisions in the civil service. This will develop appraise'' perceptions that the system is used for accomplishing specified purpose.

Wonniaet.al. (2015) also employed the research on an assessment of PA of the University for Development Studies in Ghana. The study employed descriptive survey research design method. The findings of the study shows that evaluators and reviews were attentive that their performance was evaluated, had a clear idea of what specific behavior , traits or results that are expected of them and that appraises were not involved in the formulation of targets of performance in the university as the objectives were pre-determined by RH department. The findings of the study also show that the nature of the PA was an annual activity, level of understanding is poor, and most of the staff have not training on PA

2.2.2.2. National Empirical Studies on Performance Appraisal

From Ethiopian perspective, According Assefa (2016) in his study of commercial bank of Ethiopia on the impact of training at employees' performance, the finding of the study showed that the effect of Training on Employee Performance is significant. Respondents' response indicate that the job instructions prepared by the organization are clear and easy to apply, and they believe also that they receive sufficient guidance from their peer and supervisors. In addition, respondents affirmed that job rotation has the power of enhancing the overall performance of employees in their organization. Still, majority of the respondents acknowledged that their efficiency has improved after they took training.

According ShumiLemiMotuma (2020) stated study on assess the problems of employees' performance appraisal system in Oromia Urban Development and Housing Bureau. The study employed descriptive survey research design and mixed research approach. Survey

questionnaires, semi structured interview, and documentary analysis were used to collect data in the study. The results of the study revealed, that employees' awareness on PA is low, feedback has not given to employees, the PA process was not clearly communicated to all employees, PA criteria were not linked to the employees job description, lack of employees participation and lack of period observing and documenting employees job performance is major problems. The findings of the study also revealed that involving employees in the design of performance appraisal system, and appraising employees relative to performance standards could be the most success factors for effective implementation of performance appraisal system in the Bureau-

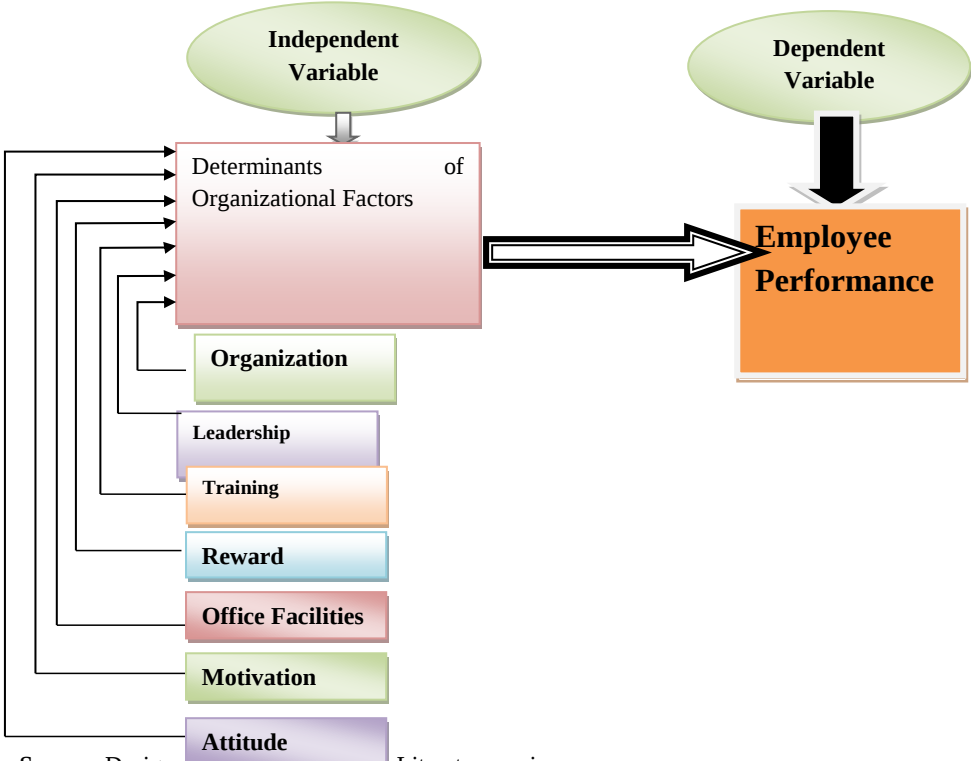
The basic findings of this study were as follows' the objectives of PA for employees of public sector was to let employees know how they performance and take responsibilities, support employees. PA criteria is linked with employee's job description, standard are related to objective and goals of office, majority of employees are evaluated the majority employee were evaluated by the same criteria. The major challenges raised from interviewees were lack of computer skill, feedback are not given clearly, and well training is not exist. The study recommended that the evaluators should give care to PA and standards of the sectors were established depend the job description of employees and standards are related with the objective and goal of the office-

Conceptual Framework is a research tool aimed to enable a researcher to hone awareness and understanding of the condition under the study and to communicate this (Kothari, 2004).

The conceptual framework of this study illustrated in figure 1 below indicates that factors determine employees Performance like, Organizational related factors are Leadership role, training, and reward, system related factors are purpose, criteria, method, and time employees related factors are career plan, motivation and employees attitude, taken into consideration towards the employee's performance in the context of Government Sectors, East Bale Zone. All factors are take in to attention as an accurate , reliable data will be generated and crucial tool for employees performance to provide very useful information for decision making regarding to identify good performers ~~form~~from poor performer, promotions, salary increment, transfer, training and development, and rewarding etc.

2.4 Conceptual framework

Formatted: Centered



Source: Designed by the Author from Literature review

Formatted: Left, Tab stops: 3.14", Left

3. RESEARCH METHODOLOGY

3.1 Description of the Study Area

Ginnirworeda is located in the Eastern part of East Bale zone. It is located to the Western of Sinana and Goro, North of Gololcha, Eastern Sewena, South Eastern Dawe_Qachen and Rayitu, the total area of the woreda is about 2,384 km² which ranked as the 1st largest woreda in the zone and their area account about 7.05 % out of the total area of the zone (34,016km²). The administrative center of the district is Ginnir_Woreda and has 28 peasant associations Kebeles with 24,449 member of peasant association. Location Latitude 6°40'23''N to 7°725'32''N & Longitude 40°15'24''E to 41° 6 '39''E.

The study area, Ginnir District is found in East Bale zone, Oromia Regional State, Southeast Ethiopia. It is one of the administrative units among 7 districts of East Bale zone with an area of about 2,384 square kilometers. The administrative center of the district is Ginnir town, which is located at distance of 138 km from Bale Zone capital Robe town and 566 km from country Capital, Addis Ababa.

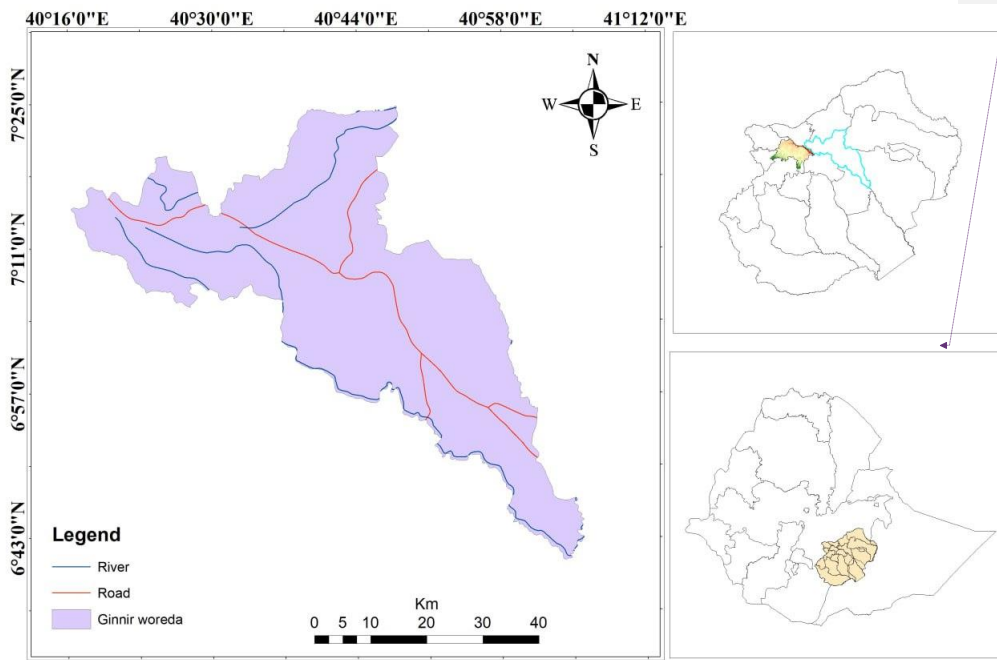


Figure 12 Map of study area

Source: Ginnir District Administration Office

3.2 Research Design

Research Design is a comprehensive plan. It is a blueprint for empirical research aimed at answering specific research questions or testing specific hypotheses (AnolBhattacharjee, 2012). Research design is the program that guides the researchers in the process of collecting, analyzing and interpreting the data. Therefore, the nature of problem and objective of any study usually determine the type of research design adopted by researcher. A choice of research design reflects the priority of a researcher about the dimensions of the research process and methods. The objective of this research is to identify the Determinant of Employee Performance Evaluation system in Ginnir District. The study employed both descriptive and explanatory Research design. The major purpose of descriptive research is description of the state of the condition as it exists at present. Then this study describes and critically examine the Determinates of employee's performance evaluation Government Sectors in Ginnir District East Bale Zone. The researcher

used stratifying method to clusters sector in to strata and proportional sampling technique used to select employees' size from each cluster, and also judgmental sampling is employed to select performance appraisal committee and office head from five highly poverty reduction sectors [like Education office, Agricultural office, Healthoffice, Road office and water office](#) and from two pull sectors, while they are thought to be more appropriate, knowledgeable, and experienced for the study. The study applied a cross-sectional survey since the data was collected at one time from the sample respondents to describe the total population. With regard to research the researcher used both primary and secondary data source. Mixed method is considered as a tool to triangulate the result of single approach through multiple methods

The collected data mainly focused on Organizational related factors, system related factors and Employees related factors that as of Employee Performance Evaluation system and their relationship among the dependent and explanatory variable. Therefore, both qualitative and quantitative research method [would be](#) used in the study.

3.3. Data Collection Instruments

The Primary data was collected through primary data collection techniques mainly using structured and semi structured questionnaire and interviews. Secondary Data were directly gathered from records and published documents of Government Sectors.

A structured and semi structured questionnaire with open ended and closed ended type were distributed and collected from 29 identified Government sectors and 3 urban Administration sectors using stratified sampling.

The primary data collected through semi-structured questionnaire distributed to the borrowers; and interviews conducted to the officials and staffs. The questionnaire included both close and open-ended questions. The close-ended questions covered the personal information, Organizational related factors, System related factors and Employee related factors questions. The open-ended questions dealt with the perception of Employee towards the Performance Evaluation Systems and their feelings. All questionnaires translated into [Oromo, while the local language plus to that, In order to get sufficient information for questionnaires listed](#) The questionnaire was pre-tested by three Employees before conducted for the whole sample.

Besides, interviews were made with selected Employee Sectors, and relevant documents were be reviewed.

3.4. Population and Sampling Method

3.4.1 Population of the study

According to (Kothari, 2004) if the population from which a sample is to be drawn does not constitute a homogeneous group, then stratified sampling technique is applied to obtain a representative sample. The statistical data of Employee from district Sectors shows that as of June 30, 2015 E.C, the total number of Employee in the district. Thus, the total population of the study is 2157 and 29 identified Government sectors and 3 urban Administration,

3.4.2 Sampling Method

Determining type and method of sampling mainly depends on the types of population that the study covers. The usual method, for selection of items for the sample from each stratum, resorted to is that of simple random sampling.

To determine sample size Yamane (1967) provides a simplified formula to calculate sample sizes. This formula assumed a 95% confidence level and margin of error (e) 0.05. The sample size of the study was determined using the formula: $n = \frac{N}{1 + Ne^2} = \frac{2157}{1 + 2157 \times 0.05^2} = 337$

Where 'n' is the sample size, 'N' is the population size, and 'e' is the level of precision $N = 2157$ which is the total population and significant level is $(e) = 0.05$. Then, the sample will be 337, sample that expecting can represent the total population.

Table 4 List of Government sectors in Ginnir District and their proportional sample size

S. N.	List of Government sectors	Population size	Sample size (Sample Popn*Total Sample/Total Popn)	Remarks
1.	Public service Sectors	28	4	
2	Administrative sector	63	10	
3	Land Sectors	24	4	
4	Government Communication sectors	7	1	
5	Justice's sector	16	2	
6	Road and Logistic sectors	6	1	
7	Transport Sectors	23	4	
8	Labor and Social affairs Sectors	10	2	
9	Climatic resilience Sectors	13	2	
10	Af-Yaa'ii	9	1	
11	Military Sectors	6	1	
12	Tourism and Culture Sectors	7	1	
13	Finance Sectors	43	6	
14	Market Sectors	22	3	
15	Agriculture Sectors	163	25	
16	Mineral sectors	3	1	
17	Disaster Risk management Sectors	10	2	
18	Revenue Authority Sectors	20	3	
19	Cooperative Office	27	4	
20	Vital Registration Sectors	4	1	
21	Police Sectors	1	1	
22	Sport Sector	8	1	
23	Education Sector	1334	208	
24	Water And energy Sectors	16	2	
25	Security and Administrative Sectors	10	2	
26	Health Maintenance Sector	224	35	
27	IMX Sectors	28	4	
28	Investment and Industry Sectors	5	1	
29	Women and Infant Sectors	8	1	
30	DelloSebro urban Administrative Sectors	12	2	
31	Elbukko urban Administration Sectors	4	1	
32	MelkaOdaurban Administrative Sectors	3	1	
	Total number of formants	2157	337	

Source:Ginnir District Government Office (2023)

Formatted: Left, Tab stops: 3.14", Left

3.5.Data Type and Source

The data employed in this study are be both primary and secondary data. Accordingly, the primary source of data is collected through questionnaire and interviews from the sample population. A structured and semi structured questionnaire with open ended and closed ended type was distributed and collected from 29 Government sectors and 3 urban Administration sectors. The secondary data was collected from policy documents and reports of the government sectors related to employee performance.

3.6. Validity and Reliability of Data Collection Instruments

The data tested for reliability to establish issues such as data sources, methods of data collection, time needed to collect, and presence of any biases and the level of accuracy. The researcher improved the instrument by reviewing or deleting inconsistent items from the instrument. To test for reliability, the study employed Cronbach Alpha internal consistency estimate. The correlation coefficient of 0.75 and above can used to indicate acceptable levels of instrument's reliability (Yalew, 2009). Thus, data consistency and completeness are checked throughout the data collection, data entry and analysis.

Validity of instrument is the accuracy and meaningfulness of inferences is measure using content validity test. Content validity measures the degree to which data collected using a particular instrument represents a specific domain of indicators or content of particular concept (Yalew, 2009). The assessment of content validity of the measures is carried by professional experts. The study is assessing by using content validity by using experts from technical staff and strategic management Consultant (Gindhirworeda public service 2015E, C).So as to ensure the quality of the research design, content and construct validity of the study was checked and modified according to literatures within the specific topic, Advisor and peers discussion. The face/content validity was verified by the advisor of this research, who has looked into the suitability of questions and the scales of measurement followed by approval. Peers discussions were also another way of checking the appropriateness of questions.

3.7 Method of Data Analysis

Descriptive analysis was employed for ranking of the Determinates of employee's performance evaluation and inferential analysis is also used to see the factors determine employee's performance evaluation. Both quantitative and qualitative data analysis method was used to

analyses the data. For the analysis of the quantitative data, the Statistical Package for Social Science (SPSS) version 20 was used to calculate the frequency, percentage, mean, and standard deviation because it is quick to administer and suitable for the type of the data obtained. Moreover, multiple regression was employed based on the identified variables in empirical and theoretical literature review, and practically observed situation in the sectors. In addition, the Pearson Product Moment Correlation Coefficient analysis is used to see how strong relationships between dependent and independent variables. Data collected through interview and document analysis was analyzed qualitatively in the form of narration or descriptive statements in depth explanation to substantiate the quantitative result. This helps to triangulate research findings. Finally, a conclusion is going to be drawn from the major findings and possible recommendations will be suggested for solutions

3.8. Model Specification

3.8.1 Multiple Regressions

The equation of regressions on this study is generally built around two sets of variables, namely dependent variable with these service employees performance evaluation and independent variables employee Motivation, Attitude, personal development Plan, Leadership Role, Reward, office facilities and Training. The basic objective of using regression equation on this study is to make the study more effective at describing, understanding and predicting the stated variables.

The regression equation, assumed the following regressions model:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \beta_7 X_7 + e$$

Y= Dependent variable Employees Performance Evaluation system,

Whereas the independent variables, are identified as

X₁- Employee Motivation,

X₂ – Attitude,

X₃- Personal Development Plan,

X₄ – Leadership Role

X₅ – Reward

X₆ – Office Facilities

X₇ - Training

β_0 = Constant, $\beta_1, \beta_2 \dots \beta_7$ = Regression coefficients or Change included in Y by each X value and e = error term.

Formatted: Left, Tab stops: 3.14", Left

3.9. Ethical Consideration

The research was conducted in respect of all ethical issues of research by obtaining permissions and clearly communicating the purpose of study, the researcher can better make participants accept his/her presence in their own setting (Creswell.J.W.,2009).

Accordingly, the researcher was taken in to account all the ethical issue to minimize researcher related biases and error and clearly inform the participants about the purpose of the study and ask for their consent to be involved in the study. Thus, while introducing the purpose of the research in the introduction part of the questionnaire the researcher informs the respondents and assure of the confidentiality of all data to be collected. Hence, the name of the employees and others respondents are scoured.

In addition, all participants are going to be advised of their right to withdraw to participate in the research at any stage. The researcher was conducted interview separately in private. By obtaining permissions and clearly communicating the purpose of a study, the researcher can better make participants accept his/her presence in their own setting (Creswell, 2012). The researcher was developed a relationship with the participants to encourage optimum responses in a naturalistic environment and was not personalize any of the response of the respondents during data presentation, analysis and interpretation. Furthermore, the review of related literature and all the materials used for this proposal are acknowledged accordingly.

CHAPTER FOUR

4. RESULT AND DISCUSSION

4.1.INTRODUCTION

This chapter focuses on data analysis and discussion results and findings about the determinants of Employee's performance evaluation in case of Gindhir district government organization based on the data collected from survey questionnaires and interview conducted.

4.2.Demographic Characteristics of the Respondents

Descriptions of the characteristics of respondents give us some basic information about the sample that helps the reader for data dependence, which were secure from them through different mechanisms for the purpose of the study. Thus, this section presents characteristics of the respondents who were responded the questionnaires and interviewed to answer the basic questions of this study. For the purpose of this study, 337 copies of questionnaires (266 for males and 71 for female's respondents) were distributed. Of these, 337 (100%) were filled in and returned back.

Formatted: Centered

Formatted: Space After: 12 pt

Formatted: Left, Tab stops: 3.14", Left

Table 2 Gender, Age and Educational status of respondents

Gender		
Sex	Frequency	Percent
Male	266	78.9
Female	71	21.1
Total	337	100.0
Age		
Age Group	Frequency	Percent
20-29	67	19.9
30-39	110	32.6
40-49	89	26.4
50 and More	71	21.2
Total	337	100.0
Education Status		
	Frequency	Percent
Certificate	27	8
Diploma	89	26.4
First Degree	185	54.9
Masters	36	10.7
Total	337	100

Source: Field survey, 2024

The above Table 2 depicts the respondents' characteristics in terms of gender across the respondents of the study. As can be seen from the Table 2 of the total respondents, the male group constituted (78.9%) while the females make up only 21.1%. Therefore, the above figure indicates that the relevant data for this study were mainly obtained from male respondents. Besides, it shows that there are small numbers of female employees in the study area. Almost, the interviewee's respondents were male respondents.

Age is another general characteristic of the respondents considered in this study. As age distribution indicated in the above Table, majority of the respondents were found within the two age categories. That is age categories "30-39years" and "40-49 years" which accounts for about 32.6% and 26.4 % of respondents respectively. This means, out of the total 337 respondents, 199 of them found within these two age categories. The rest 21.2 % and 19.9 % of

the respondents found in the age categories of “50 and above years” and “20-29years”, respectively. Again, the educational levels of respondents of the study summarized in the above table. From the total 337 respondents 8% were certificate holder, 26.4% were diploma holder, 54.9% were first degree holder and about 7% were master’s degree holder (Table 2). This reveals that more than 60% of employees has first degree and above.

Table 3 Marital status of respondents

Marital Status		
	Frequency	Percent
Single	66	19.6
Married	243	72.1
Divorced	11	3.3
Widowed	17	5
Total	337	100.0

Source: Field Survey, 2024

As the study result shows, from 337 questionnaire respondents about 72.1% are married, 19.6% are single, 3.3% are divorced and 5 % are widowed. This revealed that most of the respondents were married.

4.3. Current level of employee commitment

This section was intended to assess employee opinion on the current level of employee commitment. Accordingly, five questions were prepared to assess employee opinion on the current level of employee commitment. Descriptive statistics (Mean and Standard deviation) were employed, which was measured using the Five-Point Likert Scale. Thus, the views of the respondents were presented in table below.

Table 4 Respondents opinion on the current level of employee commitment

No	Item	Mean	Std. Deviation
1	Employees in public sector are working well their regular activities	3.0052	1.25534
2	Employee perform work quickly and efficiently	3.2135	1.19389
3	Employee perform work with greater accuracy and precision	3.1406	1.11441
4	Employees are committed for their work and for the organization	2.9479	1.28926
5	Employee feed a strong sense of belonging to organization	2.9740	1.31219
	Grand Mean	3.0562	1.03800

Source: Own Survey Data (2024)

The first objective of the study was to assess the current level of employee commitment in Ginnir district government sectors. Accordingly, the employee was asked to respond on statements on the current level of employee commitment. As the responses were rated on a five likert scale as depicted on table above, an average likert scale, the responses had an overall mean of 3.0562 which indicated that the respondents moderate agreed to all questions asked. So, one can concluded that employees averagely committed work and perform their tasks with devotion and dedication. In support with the finding, respondents through interview responded that majority of employee commit to work in their organization, hard they work and long they stay.

4.4. Factors that affecting employee's performance evaluation.

4.4.1. Descriptive Analysis

The study result revealed that Employees motivation, attitude, personal development plan, leadership role, reward, office facility and training are the major factor affecting employees performance evaluation.

Table 15 Factor affecting employees performance evaluation

Factor affecting employees performance evaluation	Response	Frequency	%
Employees motivation	Yes	210	62.3
	No	127	37.7
Attitude	Yes	64	19
	No	273	81
Personal development plan	Yes	129	38.3
	No	208	61.7
Leader ship role	Yes	222	65.9
	No	115	34.1
Reward	Yes	229	68
	No	108	32
Office facility	Yes	74	22
	No	263	78
Training	Yes	116	34.42
	No	221	65.58

Source: Field Survey, 2024

From the major factor affecting employees performance evaluation system in Ginnir district the respondents confirmed that Reward, Leader ship role and Employees motivation are the major factor affecting employee's performance evaluation in the study area which in account 265(75.28%), 222 (65.9%),210(37.7%) respectively. Whereas, Attitude, personal development plan, office facility and training also have its own contribution for the factor that affect employee's performance evaluation in the district which in account 64(19%) 129(38.3%), 74(22%)and 116(34.42%) respectively.

Different scholars have agreed and disagreed on the ways employees should be motivated. Some of them assert that in order to motivate an individual, a financial reward is necessary by the motivator whereas others believe that money is not a true motivator hence both financial and nonfinancial incentives are required. Yet, as (Fisher, 2016) reveals, a strategic focus on non-cash

Formatted: Left, Tab stops: 3.14", Left

rewards can generate significant return on investment in terms of employee engagement, performance improvement and financial results. Further another school of thought believes that employee performance can be increased through the provision of non-financial incentives such as goal clarity, knowledge of structures and feedback. Believers in this school of thought are (Knights and Willmott, 2007).

The Results from the survey, FGDs, interviews and expert opinion reported that employee performance can be increased through the provision of non-financial incentives. Consequently, the finding agrees with the finding of Fisher, (2016).

All motivation practice was useful and important for building and maintaining employee performance. That means employee performance is benefited from the basis of all motivational initiatives.

These results indicate that the leadership style should consider the employee performance and to satisfy customers. The democratic leaders are discussing with employees about the most important values, give regular feedback for the task. Impartial treat to every employee, give freedom to decision making to employee's deity and responsibility on the organization.

Moreover, Employees are a crucial and expensive resource. In order to sustain effective performance, it is important to optimize the contribution of employees to the aims and goals of the organizations. The importance of training as a central role of management has been recognized by research studies. For instance, Jehanzeb and Beshir (2013), confer one contribution of an organization's as well as manager is to give others vision and ability to perform.

Supporting the above idea, another researcher (Cooper, 2010) Found a positive relationship between training programs and employees job involvement. He argued that if there were some recognitions and financial benefits for the high performers at the training programs, the feelings of reciprocity emerged in the high performing employees as well as in other ones which motivated them to extend themselves in many ways such as adapting new skills, knowledge and competencies which ultimately leads to improved organizational performance.

4.4.2. Regression Analysis

The regression analysis is very significant to analyze the statistical relationship of a dependent variable Y with explanatory variables, $X_1, X_2, \dots, X_p$. When $p = 1$, it is called simple linear regression but when $p > 1$ it is called multiple regression. The regression analysis is important for predicting future observations and assessment of the effect, or relationship between explanatory variables on the response and a general description of data structure. Among regression analysis, the study used multiple linear regressions for modeling the relationship between dependent and independent variables. The regression model used in the study represents as follows.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \dots + \beta_7 X_7$$

Where: Y= Dependent variable Employees Performance, Whereas the independent variables, are identified as X_1 - Employee Motivation, X_2 – Attitude, X_3 - Personal Development Plan, X_4 – Leadership Role, X_5 – Reward, X_6 – Office Facilities, X_7 - Training. The parameter β_0 is the Y-intercept, which represents the determinants of employee's performance evaluation (Y) when each explanatory variable (X) is zero. The other parameters ($\beta_1, \dots, \beta_7$) in the multiple regression equation are sometimes called partial slopes. In general, each $\beta_j \neq 0$ represents the expected change in response (Y) for a unit increase in Xexplanatory variable while holding all other explanatory variables constant.

Hypothesis

Employee Motivation, Attitude, Personal Development Plan, Leadership Role, Reward, Office Facilities, Training were the independent variables of the determinant factors of affecting employees performance evaluation. These variables were used to evaluate factors that affecting employees performance evaluation in a multiple regression model. The null hypothesis of the study was the independent variables have no power to predict the factors affecting employees performance evaluation at a 5% level of significance.

4.4.3. Multiple linear regression of constraints of the performance evaluation

Seven independent variables namely Employee Motivation, Attitude, Personal Development Plan, Leadership Role, Reward, Office Facilities, Training were modeled and evaluated in the regression analysis as presented in the table below at 5% level of significance. The ANOVA test shows that the regression model of the variable explained mobility (where $F = 64.148$; $P = 0.05$)

Table 26 ANOVA test

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2.819	7	.403	64.148	.000 ^b
	Residual	15.994	329	.049		
	Total	18.8133	337			
a. Dependent Variable:						
b. Predictors: (Constant).						

Table (6) presented the least-squares estimates of β_0 , β_1 , β_2 , β_3 , and β_7 , that are derived from the multiple regression models. The least-squares estimator of the intercept, β_0 is 2.213 and is labeled as constant. The least-squares estimators of -.146, .053, .078, -.100, -.095, .002, and -.040 associated with the explanatory variables Employee Motivation, Attitude, Personal Development Plan, Leadership Role, Reward, Office Facilities, Training respectively.

4.4.4. Goodness of fit of multiple linear regression model

Table 7 presented the overall model summary of seven variables used in the study. Accordingly, R, R square and Adjusted R Square of the model were .752^a, .566 and .557, respectively. Hence, it is possible to define the coefficient of determination as to the proportion of the variation in the responses Y that is explained by the model relating Y to X1, X2, ..., X7. Therefore, the study revealed that 56.6% of the variability of employees' performance evaluation system in government sector of Ginnir district are affected due to Employee Motivation, Attitude, Personal Development Plan, Leadership Role, Reward, Office Facilities, Training.

Table 37 Model summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.752 ^a	.566	.557	.220

Table 48 the results of multiple linear regression analysis

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	2.213	.045		47.019	.000
Employee Motivation	-.146	.034	-.298	-4.342	.000
Attitude	.053	.034	.087	1.570	.117
Personal Development Plan	.078	.027	.160	2894	.004
Leadership Role	-.100	.030	-.200	-3.312	.001
Reward	-.095	.028	-.187	-3.446	.001
Office Facilities	.002	.036	-.009	-.147	.884
Training	-.040	.045	.000	-.002	.998

4.4.5. Hypothesis test of multiple linear regression model

At least one $\beta_j \neq 0$; this merely says that there is some predictive value somewhere in the set of predictors (Employee Motivation, Attitude, Personal Development Plan, Leadership Role, Reward, Office Facilities and Training) (Table 8). Because the p-value, shown as .000, is less than 0.05, The H₀ is rejected and it is possible to conclude that one or more of our independent variables has some predictive power of predicting the response variable Employee Motivation has effect on employees' performance evaluation system in government sector of Ginnir district are affected by at 5% level of significance.

Accordingly, because the P-value of Employee Motivation, as the factor for employees' performance evaluation system government sector of Ginnir district, is much less than 0.05, it is possible to conclude there is significant evidence to reject the H₀: $\beta_1=0$. Thus, employees motivation is the major determinant factor that affect employees' performance evaluation system in government sector of Ginnir district and has additional predictive power in the presence of the other six explanatory variables. For a unit increase in the level employee's motivation, the chances of factor decrease by 14.6 units when the rest variables remain constant.

The extent of Personal Development Plan has significantly influenced the affecting employees' performance evaluation system and its P-value is less than 5% level of significance. Hence, it can be concluded that there is significant evidence to reject the null hypothesis H₀: $\beta_2=0$. Thus,

Formatted: Left, Tab stops: 3.14", Left

the extent of Personal Development Plan has additional predictive power in the presence of the other explanatory variables. For a unit increase in Personal Development Plan, the chances of employees' performance evaluation system decrease by 7.8 units when the rest variables remain constant.

Leadership Role has significantly influenced the employees' performance evaluation system and its P-value is less than 5% level of significance. Hence, it can be concluded that there is significant evidence to reject the null hypothesis $H_0: \beta_3=0$. Thus, the extent of Leadership Role has additional predictive power in the presence of the other explanatory variables. For a unit increase in Leadership Role, the chances of performance evaluation system decrease by 1 unit when the rest variables remain constant.

Moreover, reward has significantly influenced the employees' performance evaluation system and its P-value is less than 5% level of significance. Hence, it can be concluded that there is significant evidence to reject the null hypothesis $H_0: \beta_3=0$. Thus, the extent of Reward has additional predictive power in the presence of the other explanatory variables. For a unit increase in reward, the chances of performance evaluation system decrease by 9.5 units when the rest variables remain constant.

As the P-values for Attitude, Office Facilities and Training are greater than 0.05, we can conclude that there is no significant evidence to reject the null hypothesis at 5% level of significance. Thus, the above variables have no additional predictive power in the presence of the other four explanatory variables.

4.5.Challenges of Employee Performance Evaluation

Every organization encounters problems when they deal with employees' performance evaluation. Each method of performance evaluation has its own drawbacks or limitations in measuring the true performance of employees. Some of those problems that frequently appear and affect the employee performance evaluation were identified and discussed as hereunder.

Table 59 Challenges of Employee Performance Evaluation

No	Challenges	Frequency	Percentage (%)
1	Low evaluator motivation	69	20.47
2	Rater bias	117	34.72
3	Similarity error	83	24.63
4	Problem interpretation	43	12.76
5	Others	25	7.42
Total		337	100

Source: own survey, 2024

The above table 9shows the errors that occur and challenge performance evaluation. The objective of the study was to evaluate the challenges that exist in the performance evaluation in the government sectors. Research instruments used to solicit responses were a questionnaire for respondents and an interview guide for key informants. Responses obtained are presented in table 8 and a discussion of the same follows.

Thus, the majority 34.72% of respondents identified that rater bias is the main challenge that occurs in conducting employees' performance evaluation followed by similarity error and low evaluator motivation which accounts 24.63% and 20.47% respectively. And also about 12.42% and 7.42% of respondents revealed problem interpretation and others (such as the use of one common evaluation document for all sectors and dishonest) are the challenges of employee performance evaluations respectively.

This result implies that rater bias, similarity errors and errors that arise from evaluators mainly affect employees' performance evaluation in Ginnir district government sectors. Therefore, rater bias and similarity error are found to be very serious and pose great challenges in evaluating

performance of employees followed by low evaluator motivation which accounts 24.63% in Ginnir district government sectors.

This finding is similar with the findings of Makokhaet.al (204) which revealed that the rater bias, similarity error, problems emanating from rates and poor performance evaluation system mislead the evaluation of employees' performance. Chen, in 2011 also identified unclear standards; halo effect; recency; bias on sex, age and race or nationality; generalization; leniency and strictness error, central tendency; and personal prejudice affect the proper evaluation of performance appraisal.

In addition to these, an interview discussion made with Key informants disclosed that lack of focus and carelessness by some sector managers are a challenge. They added that there are instances where the supervisor or manager reports that a certain staff is not able to perform toward expectation and at the same time rating him/her at an average for fear that he/she might miss the benefit package. This shows rating is carelessly done and is not strict. Cognizant with this fact the sector managers were asked if there is any practice of giving awareness creation training on performance evaluation to sector managers. The reply disclosed that there is no practice of delivering training to sector managers and raters pertaining to performance evaluation. John (2011) with his magazine has explained some challenges/problems with performance evaluation. He categorized them as, most serious performance evaluation challenges, process-related, instrument (form) challenges, manager/execution challenges, employee/subject challenges and timing issues. The most serious ones include, not assessing real performance (rather ending up in comparison of manager's traits with the employee), Occasional feedback, Non-data-based assessment, Lack of responsibility.

Regarding use of one common evaluation document for all sectors and dishonesty, key informant revealed as these are the challenges of employee performance evaluations in Ginnir district government sectors. This finding is also similar with the finding of Jelaludin (2021) which explained that the employee performance evaluation system in the public sector did not record performance of employees accurately that shows dishonesty.

CHAPTER FIVE

5. SUMMARY, CONCLUSIONS AND RECOMMENDATION

5.1. SUMMARY OF [THE RESEARCH](#)

- The data analyzed using descriptive statistics and regression major findings were presented below in a summarized as follows.
- From the arithmetic mean values generated by the descriptive statistics, it shows that, Leadership role and Employees motivation are the major factor affecting employee's performance evaluation in the study area which in account 265(75.28%), 222 (65.9%),210(37.7%) respectively. Whereas, Attitude, personal development plan, office facility and training also have its own contribution for the factor that affect employee's performance evaluation in the district which in account 64(19%) 129(38.3%), 74(22%and 116(34.42%) respectively.
- Regarding multiple linear regression, seven independent variables namely Employee Motivation, Attitude, Personal Development Plan, Leadership Role, Reward, Office Facilities, Training were modeled and evaluated in the regression analysis as presented in the table below at 5% level of significance. The ANOVA test shows that the regression model of the variable explained mobility (where $F = 64.148$; $P = 0.05$)
- In addition to this, the study revealed that 56.6% of the variability of employees' performance evaluation system in government sector of Ginnir district are affected due to Employee Motivation, Attitude, Personal Development Plan, Leadership Role, Reward, Office Facilities, Training.
- At least one $\beta_j \neq 0$; this merely says that there is some predictive value somewhere in the set of predictors (Employee Motivation, Attitude, Personal Development Plan, Leadership Role, Reward, Office Facilities and Training) (Table 7). Because the p-value, shown as .000, is less than 0.05, The H_0 is rejected and it is possible to conclude that one or more of our independent variables has some predictive power of predicting the response variable Employee Motivation has effect on employees' performance evaluation system in government sector of Ginnir district are affected by at 5% level of significance.
- Finally, the study identified that, rater bias (34.72% of respondents revealed) is the main challenge that occurs in conducting employees' performance evaluation followed by similarity error and low evaluator motivation which accounts 24.63% and 20.47%

respectively. And also problem interpretation and others (such as the use of one common evaluation document for all sectors and dishonest) are the challenges of employee performance evaluations.

Formatted: Left, Tab stops: 3.14", Left

5.2. CONCLUSIONS

Accordingly, the employee was asked to respond on statements on the current level of employee commitment. As the responses were rated on a five likert scale as depicted on table above, an average likert scale, the responses had an overall mean of 3.0562 which indicated that the respondents moderate agreed to all questions asked.

The regression output result of Employee Motivation has positive and statistically significant impact on employee performance evaluation system in government sector of Ginnir district. The correlation analysis also confirmed positive and significant relationship. From this it was concluded that as adequate employee's motivation increase it led to correspondent increase in their performance evaluation system.

The extent of Personal Development Plan has positive and statistically significant impact on employee performance evaluation system in government sector of Ginnir district. Thus, the correlation analysis also confirmed positive and significant relationship. From this it was concluded that as adequate Personal Development Plan increase it led to correspondent increase in their performance evaluation system.

Leadership Role has positive and statistically significant impact on employee performance evaluation system in government sector of Ginnir district. Thus, the correlation analysis also confirmed positive and significant relationship. From this it was concluded that as leadership role, increase it led to correspondent increase in their performance evaluation system.

Moreover, reward has significantly influenced the employees' performance evaluation system. Thus, the extent of Reward has additional predictive power in the presence of the other explanatory variables. The correlation analysis also confirmed positive and significant relationship. From this it was concluded that as reward, increase it led to correspondent increase in their performance evaluation system.

As the P-values for Attitude, Office Facilities and Training are greater than 0.05, we can conclude that there is no significant evidence to reject the null hypothesis at 5% level of significance. Thus, the above variables have no additional predictive power in the presence of the other four explanatory variables.

Finally, the study revealed most of the respondents replied that the main challenges of employee performance evaluation in are rater bias, similarity error and low evaluator motivation, problem

Formatted: Space After: 12 pt

Formatted: Left, Tab stops: 3.14", Left

interpretation and others (such as the use of one common evaluation document for all sectors and dishonest). The major draw backs in performance evaluation is rater-bias or prejudice which may be unconsciousness or quite intentional.

5.2. RECOMMENDATIONS

In connection with the findings and conclusions drawn above, the following recommendations are provided to address the gaps identified by the study.

- The practice of having file on what employees have done during the appraisal period should be followed by all raters. With this regard the sector managers should follow up those who are not having file and encourage those using it currently.
- Performance evaluation should be conducted 3 or 4 times a year than making it twice a year by taking into account the necessary resources [required, while according to policy and strategies of civil servant in the only two as principled](#) . Because frequent evaluation can avoid surprises and therefore problems later when the evaluation is communicated. On top of this the sector manager and concerned bodies should motivate its supervisors and managers to give subordinates frequent feedback as much as possible, than waiting the appraisal period. It is this way that employees can continuously improve their performance.
- Appropriate reward will lead employee to be encourage at work which also helps to increase their performance evaluation result. Thus, the management needs to design a remuneration package Fair continuous reward after evaluation was conducted. This inspires employees for competition among individual and scale up the performance of the sectors. And also management should establish criteria for identifying employees who are eligible for recognition, then recognize anyone who meets the criteria by being consistently fair.
- With regard to criteria, majority of employees are evaluated with the same criteria. But to measure employee's performance result, the criteria's is supposed to be designed according to objectives and employees job description, duties and responsibilities. Because the nature of work, one's knowledge, skill, behavior and profession are different. Thus, the management of sectors and concerned government body has to ream mend the evaluation criteria accordingly employees job description.
- Better to use combination of evaluators than solely depend on immediate supervisors. Using combination of evaluators alleviates subjectivity and other problems encountered with single [evaluator, in](#) order to avoid bias in evaluation with in civil servant.

- It is impossible to avoid rater bias for it is human nature to get biased somehow. But it is possible to reduce its magnitude through continuous training. Hence, the bank's management should give training to supervisors and managers who are responsible for conducting performance evaluation. This will boost raters' ability to evaluate and alleviate raters' bias
- The sector managers and concerned bodies should well communicate employees of performance standards and expectations when they are placed in their respective job positions. The student researcher has tried to assess determinants of employee performance evaluation at Ginnir district government sectors. The scope of this study is limited only to the case of Ginnir district only government sectors.

A

- .T.S.A, B. (2011). *Management :Leading and Coollaborating in ACompetitive World*. NewYork:McGraw-Hii Irwin.
- Abdallah, s. (2014). factors that influence Employee performance at the fairmont norfolk hote.
- Abraham, Z. A. (2014). The effect of employee Perception of performanceappriasal on their Work out comes. 2(1), pp:136-173.oline Available at WW.resea.
- Adeba, H. (July-september). *Practices and Challenge of emplyee's performance appriasal in theMinistry of culture and Touris of Ethiopia* . (2.-7. 1(2/2), Ed.) Addis Abebaaba University,Ethiopia.: International Journal of Acadamic Research,ISSN:.
- Ahmad, R. (2013). *Issues and challenges in the practice off performance Appriasal Activities in he 21st centurt*. Intranational Journal Journal of Education and Research.
- Al-Anzi, N. (2009). Work place Enviroment and its impacts on Employee's Performance. *Open University of Malaysia. Astudy Submitted to project Management department in Saudi Aramco*.
- Aquinas, p. (2006). *Human resource Management :Principles annd Practices*. New Delhi Vikas Puplicing house.
- Armstrong. (2009). *Armstrong's Hand book Human resource Management Practice*. 11thEddition.Land:Kogn Page Ltd.
- Asmoah, H. (2012). The effectes of Performance Appriassial on Employee Atitude :acase Study of first allied Savings and Loans LTD.
- Balaraman, P. G. (2018). *Performance Appraisal Fundamentals,practicie and Challenges in publi sectors"The cse of Adgirat twon* .Ethiopia Business ethics and Leadership, 2(4), 18-34.
- Banerjee, S. (2018). Performance Apprasial Practice and its effect on employees"Motivation. *International journal of management studies.*, 5(3(4)), 44-57.
- Bintu, S. (2014). Effectiveness Of Performance Appriassial System:MBA Thesis Submitted to the Department of Managerial science . *Kwame Nkrumah University of Science and Technology.*, 52.
- Burke. (2000). The challenge of seating selection. *Ergonomic Supplement*, 69, 70-72.

- Coke, F. (2001). Human Resource Strategy to improve Organizational Performance: A route for firms in Britain. *International Journal of Management Reviews*, 3(4), 321-339.
- Dagmawit, T. (2014). The effectiveness of staff performance Appraisal in ethio telecom.
- Demes, M. (2017). Assessment of the implementation of performance Appraisal System in Ethiopian Public Universities in the case of Ethiopian civil service University.
- Dewakar, G. (2009). Human Resource Management. *Delhi*, 26-60.
- F.M., K. (2013). Role of Performance Appraisal System on Employees Motivation . *IOSR Journal of Business and Management*, 8(4), 66-83.
- Field, A. (2009). *Discovering Statistics Using SPSS age Publication* .
- Fishbein, M. (1974). Attitudes Towards Objects as predictors of Single and Multiple Behavioral Criteria. *psychological review* , 81,59-74.
- Frimpong, P. (2014). An evaluation of Employee"satisfaction with Performance appraisal system: A case study of Vodafone Ghana.
- Gidey, A. (2016). The effect of training and development on employees performance: The case of commercial bank of Ethiopia. *Addis Abeba University*.
- Gilly, A. D. (2009). In the preager hand book of Human Resource Management, S.I. *Greenwood Publishing Group, P., 1 and 2 USA* .
- Gomez-Mejia, L. C. (2012). Managing Human Resources 7th Edition. *Prentice Hall : Pearson Education*, 53.
- Ikramullah M., S. B. (2012). purpose of human Appraisal system : Perpetual study of civil servant in district Der Ismail Khan Pakistan. *international journal of business and management*, 7(No.3 No 3), 142-151.
- Iqbal, N., Anwar, S. and Haider, N. (2015). Effect of leadership style on employee performance. *Arabian journal of business and Management Review*, 5(5).
- Jelaludin, A. (2021). Assessing Factors Affecting Employee Performance: A Case Of Jimma Zone Public Service Sectors. *Jimma Ethiopia*.
- J.W, C. (2009). Research Design : Qualitative , Quantitative and Mixed Approach. (3rd Ed). *Ondon : sage publication Inc*.
- Karak, S. S. (2019). Performance Appraisal of employees:.. *aliterature review. Research and Analytical Reviews*., 1615-1617.

- khanka. (2013). Human Resource Management . 5th Edition .Hariyana,India,:s.chand,and company Ltd press.
- Laura, p. (2012). Beginning Management of Human Resource . Western Washington Campus:Phoenix University Press., 1.
- Leblebici, D. (2012). Impact of work Place Quality On Employee's Productivity:Case study of abank in, turk. *Journal of Bussiness,Economics* ,, 1(1), 38-49.
- M., A. (2006). Ahand Book of Human Resource Manak8gement Practice. *Landon. Philadelphis, Kogan*.
- M.T.S., A. (2014). Armstrong's hand book of human resource management.Practice. *Kogan page puplishers*.
- Maslow, A. (1943). Atheory of human motivation. *New york:Harper and Row*.
- Mathis, R. J. (2010). Human Resource Management. 13th Eddition. *g.USA: Thomson South-western Cengage Learning*.
- Makokha, Gregory, N. Christopher, K and Alice ,C. (2014). Determinants of Effectiveness of Employee Performance Appraisal System in Institution of Higher Learning: A Survey of Public Universities in Nakuru County Elizabeth Nambuswa.
- Mwema, N. G. (2014). The influence of performance apparsial on employee productivity in organizations.case study of selected WHO office in East Africa. *International journal of social science and Entrepreneurshp*., 1(11), 334-337.
- Ngowi, P. (2014). Assessment of Employees performance in Commercial banks in Tanzania:A case of stanbic Bank Tanzania Limited.Open University Tanzania.
- Pal, K. (2011). Business Management and Organizational behavior. *In new Delhi,I.K:international Publishing House Pyt Ltd*.
- Rafique, S. A. (2017). Factor effecting Employee's Performance:Astudy of Islamic Banks:International. *Journal of Academic Research in Accounting finance and Management science*., 7(1), 312.
- Salam.H. (2003). Organizational Performance Management and measurement (Online) Availaleat: The lebanese experance Beirut. <http://unpan.un.org/intradoc/groups/public/document/unescwa/unpan010860pdf>.
- Saylor. (2012). Human Resource Management.Saylor Academy,.
- Siagru.F. (2011). Performance Appriassial System:Procedural and implemantation issues in papua New Guinea. *Journal of Management Policy and Paractice*. 12(5), 116-127.

Taylor Frederick, W. (1911). The principles of scientific management. *New york and London:Harper Brothers.*

Trivisonno, M. B. (2016). Organizational leadership and employee commitment. *Handbook of Employee commitment*, 22, 305.

Verba. (2015). small gruops and polotical behavior: A study of leadership. . *Princeton Universty press.*

Wonnia, L. Y. (2015). An assesement of the Performance Appraisal system of the university for development study. *European Journal of Bussines and management.*, 7, 1-17.

Yemaneh, J. (1968 statistics). An introduction analysis ,2nd Edition. *New York :Haparper and raw.*

Yilma, M. (2014). PMS practice and challenges in Ethiopia Management institute.

Formatted: Left, Tab stops: 3.14", Left

APPENDIX-1
MADDA WALABU UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF MANAGEMENT
SURVEY QUESTIONNAIRE

Formatted: Font: Bold

The main objective of this questionnaire is to collect information for an MA thesis entitled“Determinants of Employees’ Performance evaluation system: the case of Government sector Ginnir District, East Bale Zone, Oromia, Ethiopia”. The data you provide are believed to be have a great value for the success of this research. Your responses are confidential and only used for research purpose. Therefore, you are kindly requested to provide genuine responses. Thank you in advance for your time and cooperation!

By: Zewdu Tola Feyissa

Address: 0920357109

E-mail: zewdutola@gmail.com

Part I. Demographic profile of the respondents (Personal Information)

Direction: Kindly tick (✓) in the box provided where applicable.

1. Gender : Male ☐ Female ☐
2. Age: A.20-30 year ☐ B.31-40 year ☐ C.41-51 and above ☐
3. Your qualification: A. Under Diploma ☐ B Diploma ☐ C. BA/BSc ☐
D.MA/MSc ☐ PhD. ☐
4. Your work experience in the office under study
5. A.1-5 year ☐ B.6-10 year ☐ C.11-20 year ☐ D. 21year and above. ☐
6. Marital status A. Married ☐ B. Un married ☐ C, Divorced ☐
D others specify ☐

Formatted: Left, Tab stops: 3.14", Left

The following are some of the questions regarding current level of employee commitment. Please using the scale below; indicate the extent of your level of agreement on the current level of employee commitment, by putting a tick mark (✓) besides each statement where SA- Strongly Agree, AG– Agree, MA– Moderate agree, DA– Disagree and SD– Strongly Disagree.

SN	Item	Response				
		SD	DA	MA	AG	SA
1	Employees in public sector are working well their regular activities					
2	Employee perform work quickly and efficiently					
3	Employee perform work with greater accuracy and precision					
4	Employees are committed for their work and for the organization					
5	Employee feed a strong sense of belonging to organization					

Part II Factors that affecting employee's performance evaluation sectors

1. Dose your organization conduct Performance evaluation?
A. Yes B. No
2. If your answer for question No1 is "Yes"? What are the factors affecting employees performance evaluation? (multiple responses are possible)
A. Employee Motivation, E. Reward
B. Attitude F. Office Facilities
C. Personal Development Plan G. Training
D. Leadership Role
3. Dose Currently conducted Performance evaluation criteria implemented fairly and without any bias?
A. Yes B. No
4. Dose Currently conducted Performance Appraisal in your office is for sleek of employees need?
A. Yes B. No
5. How many times dose employee's performance is evaluated per year?

- A. 1times B. 2 times C. 3times
6. If your answer for question No2 is "Leadership role" Does leader participate in employee's performance evaluation?
A. Yes B. No
7. If your answer for question No6 is "Yes" Does leader gives incentives to good performer employees and capacitate poor performer employees for future oriented.
A. Yes B. No
8. If your answer for question No2 is "Training" Training is given regularly to improve the performance of employees?
A. Yes B. No
9. If your answer for question No8 is Yes? Dose the organization conducts training evaluation after training is conducted?
A. Yes B. No
10. If your answer for question No2 is "office facility" Does your office have adequate resource to implement employees PA?
A. Yes B. No
11. If your answer for question No2 is "personal development plan"? Does personal development plan Properly planed and achieve a goal?
A. Yes B. No
12. If your answer for question No11 is "Yes"? Do employees record their daily performance for future evidence?
A. Yes B. No
13. If your answer for question No2 is "motivation"? Dose Employees are motivated based on their performance result at the end of the year?
A. Yes B. No
14. If your answer for question No13 is "Yes"? Dose the promotion and career advancement programs are used fairly to motivate employees?
A. Yes B. No
15. If your answer for question No2 is "Attitude"? Do the evaluation results impact on your behavior, attitudes and morale?
A. Yes B. No
16. If your answer for question No2 is "Attitude"? Do belief the result of a good performance is come from attitude
A. Yes B. No

Part III: Opinion survey on the Success Factors for Implementation of PA in your office

Direction: Below are lists of statements that may be used to describe success factors for implementation of employees' PA and personal development plan issues, Please indicate the extent to which you agree with the statements by placing "√" in a box from 1 to 5, where 1= strongly disagree, 2= Dis Agree, 3=

Neutral, 4= Agree, and 5 =Strongly Agree

No	Items	1	2	3	4	5
1	Develop appraisal committee and employees have a concept on PA system.					
2	Link performance appraisal system with employees job description					
3	Build computation among employees and recognize high performer employees on Anniversary date.					
4	Performance is effectively monitored?					
5	All employees in the business are evaluated?					
6	Are you satisfied with the current performance appraisal system of your organization?					
7	Performance evaluation in your opinion should be conducted in a year?					
8	Do you agree with the evaluation results you get?					
9	Do you always get the expected results of the Performance evaluation whatever you are expecting?					
10	How do you feel when you get the results of appraisal?					

Formatted: Left, Tab stops: 3.14", Left

11	Performance appraisal is used as a decision making tool for the increasing the performance and set promotion standers?					
12	Promotion opportunities fair and satisfactory?					
13	Are promotional opportunities fair and satisfactory in your organization?					
14	Promotion opportunities affect performance?					

Part IV. Give your answer briefly for the following question.

1. What are the main Organizational related factors determine Employees Performance evaluation?

2. What are the main employee's related factors determining employees' performance evaluation?

3. What is the main system related factors affect employee's performance evaluation?

4. Do you think the employee related factors have an impact on employees' job performance?
Which employee related factors have an impact on their job performance?

5. Does the performance management system of the bank have an impact on employees' job performance? If so, what performance management related factors are affecting performance of employees?

6. Do you think training related factors are affecting employee's performance? If your Answer is yes which factors are affecting employees' performance?

7. Do you think the working environment of the office has an impact on employees' jobPerformance? If so, which environmental related factors have an impact on employees' jobPerformance?

8. Do you think the office motivational packages have an impact on employees' performance? Which motivational related factors are affecting employee's performance?

Formatted: Left, Tab stops: 3.14", Left