



**THE PRACTICES AND CHALLENGES OF PERFORMANCE
APPRAISAL IN THE CASE OF DIGITAL SATELLITE
TELEVISION**

BY

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TELEVISION

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Statement of Declaration

I, Hermela leulseged, declare that the thesis entitled —Practices & Challenges of performance appraisal” is my original work, prepared under the guidance of A/Asst.Professor Shoa Jemal. All sources of material used for the thesis have been duly acknowledged. I further confirm that this thesis has not been submitted either in part or in full to any other higher learning institutions for the purpose of earning any degree.

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Acronyms and Abbreviations

PA- Performance Appraisal

PM - Performance Management

DSTV- Digital Satellite Television

HR- Human Resource

HRM- Human Resource Management

PAS- Performance Appraisal System

KPIs- Key Performance Indicator

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ABSTRACT

The main objective of the study is to assess the performance appraisal practice and challenge of DSTV. Both qualitative and quantitative research approaches were used to gather data required for the present study. The data which was gathered by using questionnaire, interview and secondary documents will be sorted, clarified and analyzed manually with descriptive statistics, I.e. Percentages and tables in order to make valid generalization. There are total of 284 employees from different department. Out of which 89 person samples was selected randomly. Sample random sampling techniques was used in order to do this research which is 89 employees where selected randomly from both core and support process. The study found out that DSTV uses PA to measure employees, job performance. The study used six of the performance appraisal process, which are the establishing performance standard, communicating standards and expectations, measuring the actual performance, comparing actual performance with standards, discussing results (providing feedback), and decision making. According to the study DSTV face problems on its performance appraisal practice and challenge, the respondents response regarding this six process of performance appraisal it shows that there is a lot of disagreements and uncertainty which shows that there should been more follow up at DSTV on their performance appraisal. Generally the outcome of the research confirmed that the performance appraisal practice and challenge of DSTV has problems and weaknesses that needs to be improved. Since it needs improvement, possible recommendations are outlined at the end of this research.

Key Words

PA- Performance appraisal

PS- Performance Standard

Communication Standard

Actual performance

CHAPTER ONE

INTRODUCTION

In this introductory chapter of background of the study, Definition of Key terms, statement of the problem, research questions, objectives of the study, significance of the study, scope of the study, limitation of the study and organization of the study will be discussed.

1.1 Background of the Study

Performance appraisal is defined as *“the process of identifying, evaluating and developing the work performance of the employee in the organization, so that organizational goals and objectives are effectively achieved while, at the same time, benefiting employees in terms of recognition, receiving feedback, and offering career guidance”* (Lansbury, 1998).

Employee performance appraisal has been practiced by numerous organizations since centuries. Though performance appraisal system has been debated by many, however, overall, it is viewed that performance appraisal is an inseparable part of organizational life. Longenecker and Fink (1999, as cited in Rosa and Forrest, 2008), mentioned several reasons that formal performance appraisals are to stay in organizations.

Performance Appraisals is the assessment of individual’s performance in a systematic way. It is a developmental tool used for all round development of the employee and the organization. The performance is measured against such factors as job knowledge, quality and quantity of output, initiative, leadership abilities, supervision, dependability, co-operation, judgment, versatility and health (David A. Decenzo, 1999)

According to Beer M. et al, (1979) performance appraisal serves a two-fold purpose generally, thus, to improve the work performance of employees by helping them realize and use their full potential in carrying out their firm’s mission and also to provide information to employees and managers for use in making work-related decisions. The effective use of employee performance appraisal reports can result in improved productivity and higher levels of job satisfaction. Performance appraisals

are important because they boost motivation and help employees refine their competitive edge.

Nickols (2007, as cited in Rosa and Forrest, 2008), on the other hand, asserts that the typical performance appraisal system devours staggering amounts of time and energy, depresses and demotivates people, destroys trust and teamwork and, adding insult to injury, it delivers little demonstrable value at great cost.

1.2. Background of the Company

DSTV (abbreviation for Digital Satellite Television) is a Sub-Saharan African direct broadcast satellite service owned by Multi Choice. The service launched in 1995 provides multiple channels and services to their subscribers. Most subscribers are in South Africa and Nigeria, with Kenya, Ghana, Angola, Namibia, Zimbabwe, Zambia, Uganda, Mauritius, Mozambique, Malawi, Tanzania, Lesotho, Ethiopia, the Republic of the Congo, the Democratic Republic of Congo, Gabon, Eswatini and Botswana additionally served by the company.

DSTV is Multi Choice's digital satellite TV service in Africa, launched in 1995, providing various bouquets offering general entertainment, movies, lifestyle & culture, sport, documentaries, news & commerce, children, music, religion and consumer channels to Multi Choice subscribers. DSTV has around 12 million customers, with the majority being in South Africa and Nigeria. These two markets are considered to be the most important markets for DSTV, although markets such as Kenya, Uganda, Mauritius and Tanzania, though not having as many customers, are still considered crucial by DSTV due to the growing number of customers in these countries.

1.3 Statement of the Problem

According to Werner M. et al, (2016) Performance appraisal has over the years become a very crucial part of the Human Resource Management in organizations and its benefits to these organizations around the world cannot be overemphasized. Performance appraisals are mostly conducted on employees who are due for one promotion or the other. This attitude has undermined the credibility of the appraisal system which in the normal circumstances should have been organized periodically on all employees to assess their respective performances and to improve where necessary.

In today's dynamic and competitive business world improving organizational productivity has become one of the overriding priorities of all organizations. Organizational performance is cumulative result of the performance of all employees in the organization. This being the truth, employee performance has to be properly appraised and coached to ensure that it is contributing toward achieving organizational goals.

However, though Digital Satellite Television conducts performance appraisal periodically, preliminary interview conducted with some selected employees of the DSTV indicated that they are not happy with it by complaining that promotion is not based on performance appraisal result. Rather, it is based on experience of employees. On top of this, they said they are not given performance appraisal feedback regularly and open discussions with supervisors do not take place which make employee performance related problems explicit and thereby enhance organizational productivity by motivating employees to improve their performance.

In addition to that while conducting this research the researcher conducted with the employees that there is insufficient training, schedule inflexibility, lack of motivation, lack of communication and as well as staff conflicts this are the challenges the companies employee face this affects the work performance.

If these problems persist for longer period without being solved, dissatisfaction will spread among the employees and their motivation toward hard working will stagger. This, in turn, will definitely slow down DSTV of achieving its intended goal.

1.4 Research Questions

- 1) To what extent performance management system is linked with the company business strategic objective?
- 2) How is the performance appraisal system practiced in DSTV?
- 3) What are the nature of standards involved in the appraisal process in DSTV?
- 4) What are the challenges of the performance appraisal system in DSTV?

1.5 Objectives of the Study

The following are the objective of the study.

1.5.1 General Objective

The general aim of the study was to asses the practices and challenge of performance appraisal in DSTV.

1.5.2 Specific Objective

- 1) To identify the extent performance management system is linked with the company business strategic objective at DSTV.
- 2) To assess the performance appraisal practices in DSTV.
- 3) To identify the nature of standards involved in the appraisal process at DSTV.
- 4) To point out the major performance appraisal challenges in DSTV.

1.6 Significance of the Study

The study gave insight to a better understanding and appreciation of the performance appraisal system. This paper tried to cover the performance appraisal of the organization. The findings of this study expected to provide a lot of advantage for different organs. The major benefits of this study are the following; it serves as a stepping stone for those who want to make further study on this topic.

Help students in the field and practitioners as a reference material to get deep insight with regard to performance appraisal practice as well as theory. Helps employees of the company to know about how they are evaluated and to identify purposes of the performance appraisal of the enterprise. After the assessment of the system, the study can provide insights about the overall image of the appraisal system in the organization. It may create awareness among employees, managers and other members of the organization about the need for effective performance appraisal.

Furthermore, the result of the study can be used as a ground for researchers to conduct further study on performance appraisal.

1.7 Scope of the Study

The scope of this study was concerned with addressing the objective of the study, which is to assess the performance appraisal practice and challenges at DSTV.

The research uses descriptive research design with qualitative and quantitative analysis of the data. This research conceptual used six of processes of the PA which are the establishing performance standard, communicating standards and expectations, measuring the actual performance, discussing results (providing feedback) and Decision making (taking corrective actions)

In addition, even though performance appraisal practice is applicable in all types of organization, the scope of this study is delimited to only the practice and challenges of performance appraisal practices in DSTV.

Definition of Key Terms

In this part the researcher has listed definition of terms from theoretical perspective and practical definition of terms given by the researcher.

Performance Appraisal (PA) : is a method of evaluating the behavior of employees in the work spot, normally including both quantitative and qualitative aspects of job-performance (Rao, 2004).

Performance Standard (PS): is a management approved expression of the performance threshold, requirements, or expectations that must be met to be appraised at a particular level of performance (Rao, 2004).

1.8 Limitation of the Study

The major limitation while conducting this study is failing to have enough time as a result of workload on both research and employee respondents. Finance related constraints also could be mentioned as constraining factors in conducting this study. Despite this limitations the researcher has try to come up with an effective method which has achieved the objective primarily set.

1.9 Organization of the Study

The research contains five chapters. The first chapter deals with the problem and its approach. The second chapter is concerned with related literature review. The third research methodology, chapter fourth is about presentation, analysis and interpretation of the data collected. The fifth chapter is about an end of this study with summary, conclusion and recommendation.

CHAPTER TWO

REVIEW OF RELATED LITRATURE

2.1 REVIEW OF LITERATURE

2.1.1 Meaning and Definition of Performance Appraisal

Performance appraisal can be defined as the ongoing process used for identifying, measuring and developing an individual's performance in accordance with an organization's strategic goals Aguinis (2009). Appraisal may involve formative aspects that focus on developing performance, such as career development, professional learning and feedback. Summative aspects, on the other hand, evaluate performance for career progression, possible promotion or demotion and termination purposes.

Performance appraisals are important part of organizational life because they can serve a number of functions/purposes, including solving performance problems, setting goals, administering rewards and discipline, and dismissal (Dickinson and Ilgen, 1993 as cited in Emami, 2011).

Most managers rely on PA techniques as a basis to provide feedback, encourage performance improvement, make valid decisions, justify terminations, identify training and development needs, and defend personnel decisions such as why one employee received a higher pay increase than another employee. PA serves many purposes, and improved results and efficiency are increasingly critical in today's globally competitive marketplace. (Mondy and Martocchio, 2016).

According to Longenecker, (1997) performance appraisal is two rather simple words that often arouse a raft of strong reactions, emotions, and opinions, when brought together in the organizational context of a formal appraisal procedure. Most organizations throughout the world regardless of whether they are large or small, public or private, service or manufacturing, use performance appraisal, with varying degrees of success, as a tool to achieve a variety of human resource management objectives. Organizations use different tools and have a number of goals for performance appraisals, often resulting in some confusion as to the true purpose of performance appraisal systems. However, at its core, the performance appraisal

process allows an organization to measure and evaluate an individual employee's behavior and accomplishments over a specific period of time (Wiese and Buckley, 1998). Yong (1996) defines performance appraisal as "an evaluation and grading exercise undertaken by an organization on all its employees either periodically or annually, on the outcomes of performance based on the job content, job requirement and personal behavior in the position". Therefore, HR development, begins with the orientation of new employees, HR training and development, and also includes the necessary information to accommodate technological changes.

In addition, HR forms & job aids, in 2012 said that the performance appraisal process is continuous. Employees should know what is expected of them in the performance of their jobs, be evaluated on how the job has been done, be provided opportunities for professional development to enhance their skills, and determine how performance can be improved.

2.1.2 Development of Performance Appraisal

As reported by Grint in 1993 Informal systems of performance appraisal have been around as long as people have worked together; it is a universal human tendency to make evaluations of our colleagues at work. Formal performance appraisals have a shorter but still considerable history. traces it back to a third-century Chinese practice. In addition, Randell in 1989, In the UK, identifies its first use via the silent monitor' in Robert Owen's textile mills. Here a multicolored block of wood was hung over the employee's workspace with the front color indicating the foreman's assessment of the previous day's conduct, from white for good through to black for bad. Owen also recorded a yearly assessment of employees in a 'book of character'. (Wilkinson and Redman, 2013) Since these early developments, performance appraisal has become a staple element of HRM practice. Personnel managers themselves, however, have tended to be much keener on it than their line manager colleagues. Accompanying practitioner interest in performance appraisal has seen a mushrooming of academic research, notably by occupational psychologists. A key thrust of much of this research has been on improving performance appraisal's effectiveness and, in particular, its accuracy in assessing employee performance. We know rather less about a more strategic use of performance appraisal as an

organizational change level and managerial control tool. There is now a wealth of academic studies on performance appraisal. (Wilkinson and Redman, 2013).

2.1.3 Uses of Performance Appraisals

The use of PA is elaborated by Mullins (1996) as a formalized and systematic appraisal scheme can also form the basis of a review of financial rewards and planned career progression. Performance appraisal is therefore, a crucial activity of the personnel function and the management of human resources. Also, the use of PA discussed by Henenman (1996,) as PA is used to identify the dimension of performance, and also to set standards of contributions for each performance dimensions step. And also Mondy, Noe and Premeaux (1999) stated as: “virtually every American business firm is affected by global competition. For survival and success, it is imperative that these organizations remain competitive. Continued competence can only be maintained ceaseless development of human resources’. A potential mechanism for this growth is employee “PA”. Mathis and Jackson (1997) finally discussed about the role (use) of PA as follows. “PA has two roles in organizations. One role is to measure performance for rewarding or otherwise making administrative decisions about employees. Promotions or layoffs might hinge on these ratings making them difficult at times. Another role is development of individual potential. Different institutions/ organizations use PA for different purposes as different scholars stated.

A performance appraisal measures at what level an individual is performing and, as a result, provides useful information to human resources professionals to use in a variety of ways. Understanding whether someone is “over” or “under” performing, HR can then determine whether further training is an option or a reassessment of the individual’s job is needed. Also, in relation to over/under– performing, appraisals permit an HR person to determine whether or not a monetary adjustment (raise) or a position enhancement (promotion) is warranted. (HR forms & job aids, 2012).

2.1.4 Performance criteria

A second source of perceived performance appraisal variation originates from organizational performance appraisal criteria which are useful variables to measure individual work place behavior. In most organizations, what gets measured and rewarded is what employees do (Evans, 2003; Greene, 2002). Employees need to see performance criteria that are explicitly links to key results in their department and organization (Evans, 2003), upon which ratings to be obtained. Emphasis should be rested more on the quality of job performance because it acts in an anticipated manner (Lawler, 1967; Greene, 2002). Other criteria should include the particular types of behavior that are contingent upon the important job functions. According to an earlier researcher Grant (1955), the sufficient number of performance criteria to be considered is somewhere around three to five factors.

However, researchers explicate that the vital aspects of the work performed in each functional area and focus on the strengths and weaknesses of the individual that are due to the changing organizational environment and nature of jobs and roles (Wiese et al., 1998) are not “built in” to the practice of performance appraisal (Ebrahim et al., 2006). For example, in the era of knowledge economy, demands of knowledge production frequently place a premium on teamwork and flexibility (Wilson et al., 1994). Fairness perceptions are intensified when employees are held to performance standards that entail greater commitment and ownership of knowledge sharing activities (Rousseau & Shperling, 2003). Unfortunately, the greatest emphasis of performance appraisals in organizations is on individual responsibility for performance and least on team-based compensation system (Ebrahim et al., 2004; Zobal, 1998; Abosch and Reidy, 1996). Attitudes, and not just behaviors, that are pivotal for ongoing knowledge creation and dissemination also need to be an integral part of performance appraisal criteria (Liebowitz & Beckman 1998). Attitudes that align with principles of teamwork, collaboration, and stakeholder involvement should be appraised and rewarded.

2.1.5 Performance measurement/standard

An effective performance appraisal exhibits the performance standard that is agreeable between the rater and ratee Bobko & Collela, (1994), and rating scales are able to provide descriptive and concrete definitions of the rating constructs, rather than being expressed in absolute terms (Ghorphade et al., 1995; Martey, 2002). Lucid, precise performance standards, rather than vague or no standards, will improve the overall accuracy and effectiveness of an appraisal process (Kane and Russell, 1998). Any effective measuring instrument needs to provide relevant and sufficient measurement criteria to accurately describe significant behaviors required for successful job performance (Henderson, 1980). These measures must be amenable to scaling and be able to be weighted. Measuring knowledge workers' productivity (Bosch-Sijtsema et al., 2009) is difficult due to the complex and dynamic nature of knowledge work (Laihonen et al., 2012). It all depends on the nature of jobs that vary from routine to no routine (Pepitone, 2002; Laihonen, et al., 2012; Scott, 2005), their organizational and contextual factors, such as culture, strategy, leadership, fellow workers support, compensation structures and physical surrounding Chan (2007) and the quality of human resources that reflects skills and competencies Davenport (2005). Results-based measures are deficient in tapping aspect of performance as cooperation (Ghorphade et al., 1995) and less helpful for employee development (Cardy and Dobbins, 1994; Fisher et al. 1996).

The ineffectiveness of performance appraisal (Becker et al., 2001) in appraising workers' contributions to departmental goals (Ebrahim et al., 2004) are due to irrelevant, ambiguous and undefined measuring dimensions (Green, 1999; Martey, 2002); and lack of a performance appraisal system that effectively integrates all the key performance indicators in support of the organization's aims and objectives. Additionally, many appraisal systems are much too subjective (St-Onge et al., 2009; Benson et al., 2010). There has been little progress in improving the performance rating distortion (Ilgen et al., 1993; Cleveland and Murphy (1995).

Organizations intentionally allow their appraisal systems to function ineffectively, perhaps indefinitely to avoid an open conflict because of its capability in stirring strong feelings and conflict in the organization (Rendero, 1980). Often, the goal of the

rater is not to evaluate the performance of the employee, but to keep the employee satisfied and not to deleteriously influence employee morale. The manager also has to be concerned about his/her own image. Employees receive negative ratings reflects poorly on the manager (Kumari, 2012). It is unlikely that any managerial problem has so successfully resisted solution than arriving at an acceptable, useful and valid method of appraising performance. Organizations attempt to train the rater to improve observational skills Edwards and Calvin (1998); Kumari (2012), though the training efforts are usually disappointing as their effects on appraisal accuracy dissipate over time (Latham, 1988; Cleveland & Murphy, 1992).

2.1.6 Performance Appraisal Process

A) Establishing performance standards

According to David A. Decenzo & Stephen P. Robbins (2005), performance standards be clear and objective enough to be understood and measured. The expectations a supervisor has in terms of work performance by his/her employees must be clear enough in his/her mind. The first step in the process of PA is the setting up of the standards which will be used as the base to compare the actual performance of the employees. This step requires setting the criteria to judge the performance of the employees as successful or unsuccessful and the degrees of their contribution to the organizational goals and objectives. The standards set should be clear, easily understandable and in measurable terms. In case the performance of the employees cannot be measured, great care should be taken to describe the standards.

B) Communicating the standards

According to David A. Decenzo & Stephen P. Robbins (2005) Once set, it is the responsibility of the management to communicate the standards to all the employees of the organization. The employees should be informed and the standards should be clearly explained to them. This will help them to understand their roles and to know what exactly is expected from them. The standards should also be communicated to the appraisers or evaluators and if required, the standards can also be modified at this stage itself according to the relevant feedback from the employees or the evaluators.

C) Measuring the actual performance

According to David A. Decenzo & Stephen P. Robbins (2005) The most difficult part of the performance appraisal process is measuring the actual performance of the employees that is, the work done by the employees during the specified period of time. It is a continuous process which involves monitoring the performance throughout the year. This stage requires the careful selection of the appropriate techniques of measurement taking care that personal bias does not affect the outcome of the process and providing assistance rather than interfering in an employee's work.

D) Comparing the actual with the desired performance

According to David A. Decenzo & Stephen P. Robbins (2005) The actual performance is compared with the desired or the standard performance. The comparison tells the deviations in the performance of the employees from the standards set. The result can show the actual performance more than the desired performance or if the actual performance is less than the desired performance, it depicts a negative deviation in the organizational performance. It includes recalling, evaluating and analysis of data related to the employee's performance.

E. Discussing results

According to David A. Decenzo & Stephen P. Robbins (2005) The results of the appraisal are communicated and discussed with the employees on one-on-one bases. The focus of this discussion is on communication and listening. The results, the problems and the possible solutions are discussed with the aim of problem solving and reaching consensus. The feedback should be given with a positive attitude as this can have an effect on the employee's future performance. The purpose of the meeting should be to solve the problems faced and motivate the employees to perform better.

F. Decision making

The last step of the process is to take decisions which can either improve performance of the employees, take the required corrective actions or the related HR decisions such as rewards, promotions, demotions, transfers etc.

2.1.7 Responsibility for Performance Appraisal

According to Raymond Noe et al. (2016) The human resource department is often responsible for coordinating the design and implementation of PA programs. However, it is essential that line managers play a key role from beginning to end. These individuals usually conduct the appraisals, and they must directly participate in developing the program if it is to succeed. But many workers would like to get an expanded view of their performance and receive input from others such as from peers, project leaders, and even clients. Several possibilities exist with regard to the person(s) who will actually rate the employee.

1. Immediate Supervisor

An employee's immediate supervisor has traditionally been the most logical choice for evaluating performance, and this continues to be the case. The supervisor is usually in an excellent position to observe the employee's job performance, and the supervisor has the responsibility for managing a particular unit. When someone else has the task of evaluating subordinates, the supervisor's authority may be undermined. On the negative side, the immediate supervisor may emphasize certain aspects of employee performance and neglect others. Also managers have been known to manipulate evaluations to justify pay increases and promotions and vice versa. In most instances, the immediate supervisor will probably continue to be involved in evaluating performance. Organizations will seek alternatives, however, because of technological advances and a desire to broaden the perspective of the appraisal.(Robbins, 1998:1206-08).

2. Subordinates

Historically, our culture has viewed evaluation by subordinates negatively. However, this thinking has changed somewhat. Some firms conclude that evaluation of managers by subordinates is both feasible and needed. They reason that subordinates are in an excellent position to view their superiors' managerial effectiveness. Advocates believe that this approach leads supervisors to become especially conscious of the work group's needs and to do a better job of managing. In the higher education environment, it is a common practice for instructors to be evaluated

by students. Critics are concerned that managers (and instructors) will be caught up in a popularity contest or that employees will be fearful of reprisal. If this approach has a chance for success, one thing is clear: the evaluators must be guaranteed anonymity. Ensuring this might be particularly difficult in a small department and especially if demographic data on the appraisal form could identify raters. (HR forms & job aids, 2012 p.102)

3. Peers and Team Members

A major strength of using peers to appraise performance is that they work closely with the evaluated employee and probably have an undistorted perspective on typical performance, especially in team assignments. Problems with peer evaluations include the reluctance of some people who work closely together, especially on teams, to criticize each other. On the other hand, if an employee has been at odds with another worker, he or she might really “unload on the enemy,” which results in an unfair evaluation. Another problem concerns peers who interact infrequently and lack the information needed to make an accurate assessment. Organizations are increasingly using teams, including those that are self-directed. Team members know each other’s performance better than anyone and can, therefore, evaluate performance more accurately. Also, peer pressure is a powerful motivator for team members, and members who recognize that peers within the team will be evaluating their work show increased commitment and productivity. When employees work in teams and their appraisal system focuses entirely on individual results, it is not surprising that they show little interest in their teams. But this problem can be corrected. If teamwork is essential, make it a criterion for evaluating employees; rewarding collaboration will encourage teamwork.

4. Self-Appraisal

As part of the overall process, employee self-appraisals should be encouraged (Goff and Longenecker, 1990, as cited in Boice and Kleiner, 1997). This helps the employee to be less defensive and passive in the appraisal review. Self-appraisals can lead to selfimprovement. The employee’s self appraisal can also be helpful for the supervisor in opening a communication link and allowing for comparison of

performance results. Self appraisals give the supervisor helpful insight as to how the employee views his/her performance. Generally speaking people will be at least as tough on themselves as the formal rater.

However, they suffer from overinflated assessment and self-serving bias. Thus, because of these serious drawbacks, self appraisals are probably better suited to developmental uses than evaluative (Robbins, 1998:1206-08)

5. Customer Appraisal

Customer behavior determines a firm's degree of success. Therefore, some organizations believe it is important to obtain performance input from this critical source. Organizations use this approach because it demonstrates a commitment to the customer, holds employees accountable, and fosters change. Customer-related goals for executives generally are of a broad, strategic nature, whereas targets for lower-level employees tend to be more specific.

For example, an objective might be to improve the rating for accurate delivery or reduce the number of dissatisfied customers by half. It is important to have employees participate in setting their goals and to include only factors that are within the employees' control. (HR forms & job aids, 2012 p.102)

2.1.8 Performance Appraisals' Impact on the Individual and the Company

When implementing any type of measurement system, the human resource professional must weigh the pros and cons of its execution. An HR employee does not want to adversely affect anyone. Thus, HR must recognize the impact of performance appraisals at both the individual and organizational levels. Benefits of performance appraisals at the individual level can be seen in the feedback process. An individual employee will receive both accolades for a job well done and constructive criticism for making personal improvements. The feedback process provides both encouragement and a plan for improvement. Feedback allows individuals to gauge their own performance and how it is meeting the expectations of management. Some organizations may base their raises or promotions according

to a person's success at a task or overall position achievement. In this case, performance appraisals allow HR to analyze whether expectations have been met.

Furthermore, they permit employees to see how their achievements are measured and why they did or did not receive a particular outcome. Human resource professionals can also rely on performance appraisals during economic downturns. When the tough question is asked about who is pertinent to the overall success of an organization, performance appraisals can be used to determine who will be retained and who will be eliminated. (HR forms & job aids, 2012 p.102)

2.1.9 Roles of Manager and Employee

According to American National Standards Institute Inc. 2012 Regular, formal and constructive communication is the central mission of the performance review process. To facilitate this objective, both the employee and his or her manager conducting the performance review should be equally informed and aware in advance of the steps in the process, how it works, why employee performance is appraised and what the expectations are after the review is completed.

A. Manager Role

The role of the manager is to ensure that the employee's performance review is conducted fairly, objectively and in accordance with the organization's policies and procedures. As a matter of best practice, the manager conducting the review should always be aware of and manage the amount of time each participant is actively communicating during the review. In general, the most effective communication occurs when both the manager and the employee use similar amounts of time speaking or listening. The manager is responsible for observing and documenting both successful and unsuccessful performance behaviors of the employee or team over the period of the review cycle for later review by the manager. The manager is accountable for providing continuous feedback to the employee about his or her performance.

To be maximally effective, performance appraisal is not a once-a-year activity—it is a continuous dialogue between a manager and an employee. The manager is responsible for translating performance observations into a documented format that is accessible

to the employee and for incorporating these observations into the organization's selected performance management process. The manager is expected to communicate clear examples of successful or unsuccessful behavior by the employee. It is the manager's duty to deliver the performance message to the employee in a manner that informs, teaches, directs and/or coaches the employee. At the conclusion of an effective performance review, the employee will know what will be expected of him or her going forward. The manager is expected to document any disagreements with the employee regarding the review. The manager must sign and date all reviews. (American National Standards Institute Inc. 2012).

B. Employee Role

The role of the employee is to participate in the performance review process in a constructive manner. The goals of the review are greatly enhanced when the employee contributes in an active rather than passive manner. The employee should be aware and respectful of his or her manager's authority and responsibility to conduct the performance review. Depending on the process developed in a particular organization, the employee may or may not be responsible for completing a self-evaluation. The employee is responsible for listening to the review of the manager. The employee is expected to take the observations, feedback and goals outlined and incorporate them into his or her future work performance. It is the duty of the employee to ask questions and/or raise issues with the manager when the employee feels his or her performance has not been measured or documented fairly and accurately. If these questions or issues cannot be resolved in discussion, the employee is responsible for documenting these in a proper format in the performance appraisal process. The employee is expected to sign and date his or her review, acknowledging that he or she has received the review, not that he or she necessarily agrees with it. (American National Standards Institute Inc. 2012)

2.1.10 Challenges of Performance Appraisal

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

1. Human errors (rating biases)

Human errors are called so because they just happen and supervisors may neither know about them nor have much control over them. To the degree that the following human factors are prevalent, an employee's evaluation is likely to be distorted: (Saiyadain, 1999:204-207).

A. Single Criterion

A typical employee's job is made up of a number of tasks. Where employees are evaluated on a single job criterion, and where successful performance on the job requires good performance on a number of criteria, employees will emphasize the single criterion to the exclusion of other job-relevant factors (Saiyadain, 1999:204-207).

B. Strictness or Leniency

Some supervisors tend to rate all their subordinates consistently low or high. These are referred to as strictness and leniency errors. The strict rater gives ratings lower than the subordinate deserves. This strictness error penalizes superior subordinates. The lenient rater tends to give higher ratings than the subordinate deserves. Just as the strictness error punishes exceptional subordinates, so does the leniency error (Lunenburg, 2012).

C. Halo Error

This is the tendency for an evaluator to let the assessment of an individual on one trait influence his or her evaluation of that person on other traits. A person may be good in one trait but is generally rated as overall good. Halo effect takes place when traits are not clearly defined and are unfamiliar. For example, the supervisor likes Tom because he is so cooperative. The halo effect leads Tom's supervisor to automatically rate him high on all appraisal dimensions. The result is that subordinates are rated consistently high, medium, or low on all performance appraisal dimensions (Saiyadain, 1999:204-207).

2. Problems of Criteria

According to Saiyadain, 1999:204-207, Appraisal has to be against certain criteria. If a discrepancy between expected and actual performance is pointed out, the question is whether the expected was fully defined and communicated to the employee. In the absence of such an attempt, the appraisal reports can be questioned. The issue basically refers to job description. It is true that jobs can be clearly defined at the lower levels in the organizational hierarchy. However, as one goes up, it becomes more and more difficult to clearly specify the tasks one is supposed to perform.

3. Problems of confidentiality

Saiyadain, 1999:204-207 also stated one important issue in performance appraisal has to do with sharing or keeping secret the ratings on various items of appraisal report. While many organizations have a system of selective feedback to the employee, the general policy is not to share the total report with the employee. There are many reasons for this. First, each employee expects rewards if the report is better than average, which may not be administratively possible. Secondly, very often supervisors pass the challenge to top management by saying that while they did give good ratings to the employee; top management did not take that into consideration. Thirdly, giving rewards is not the only objective of appraising employees. Given these reasons, it is emphasized that supervisory ratings of employees should be kept confidential. On the other hand, it is claimed that since there will always be differences between the supervisor and employee's perception of the subordinate's job performance, perhaps the employee should fully be aware of how he/she has been rated.

2.2 EMPIRICAL REVIEW

The researcher tried to check available studies of assessment of employee performance appraisal practices and challenges.

Daley, 1992 studied about the assessment of employee performance appraisal. He said that when the quality of an individual's work performance is examined, PA is the preferred instrument. Ideally, PA is a lens that focuses the decision-making process on

the appropriate job-related criteria. It becomes the means for assuring that a career is opened to talent and that the individual is rewarded meritorious performance.

The study conducted by **Melat (2014)**, at the Ethiopian Management Institute on performance management practice indicates that organizational goal were not fully aligned with individual and departmental goal, participation of employee's in planning stage of PMS is not across all staffs of the organization, lack of regular feedback, high level of bias from supervisors and lack of uniformity in gathering information on employee's performance are major problems in PMS implementation. Melat (2014) indicated, well defined mission, vision and core values, well defined of performance management system, identified customer value propositions, clearly developed strategy map were relatively the strong accomplishments. However, **Mulu (2016)** has found that there were challenges; a tendency giving unbalanced goals for similar positions while they have equal job grades, no fair job rotation among employees, no sufficient resource allocation to execute their job properly, no clear mechanism in the bank to address the issue of under performance.

Similarly, study was done by Tibebe Nega, in his work on problems of performance appraisal in the case of Development Bank of Ethiopia (DBE) in 2007, Addis Ababa, founded that responses from 30 randomly selected samples revealed that no regular post appraisal discussion were held and super- visors do not give immediate feedback to employees. The majority of respondents didn't not present their complaints at the time of unfair evaluation results. In his research in the main office of Development Bank of Ethiopia (DBE), he also founded that the performance appraisal results were not handled properly and the majority of the respondents said that immediate supervisors were their first choice for evaluation process.

Furthermore, findings were made by Goytom G/Hawaria in his research on performance appraisal practices in MOHA soft drinks industry with a special emphasis of Tekle Haymanot plant, in 2007. He selected 40 employees out of total employees working in Tekle Haymanot plant. He used interview for both managers and subordinates, and questionnaires to subordinates. The findings are:

- Most of the employees have good knowledge about the idea of performance appraisal.

- There was no employee participation in the process of performance appraisal; as a result, this became a source for employee's dissatisfaction.
- There was a great deal of gap between the managerial level employees and subordinate employees with regard to feedback and performance improvement of those who belongs to least performing employees.
- Even though there was periodic follow up of evaluation, the organization has not given opportunity to evaluate each other.
- Most of the employees do not properly understand about the interpretation of performance appraisal in the organization.

2.3 CONCEPTUAL FRAME WORK

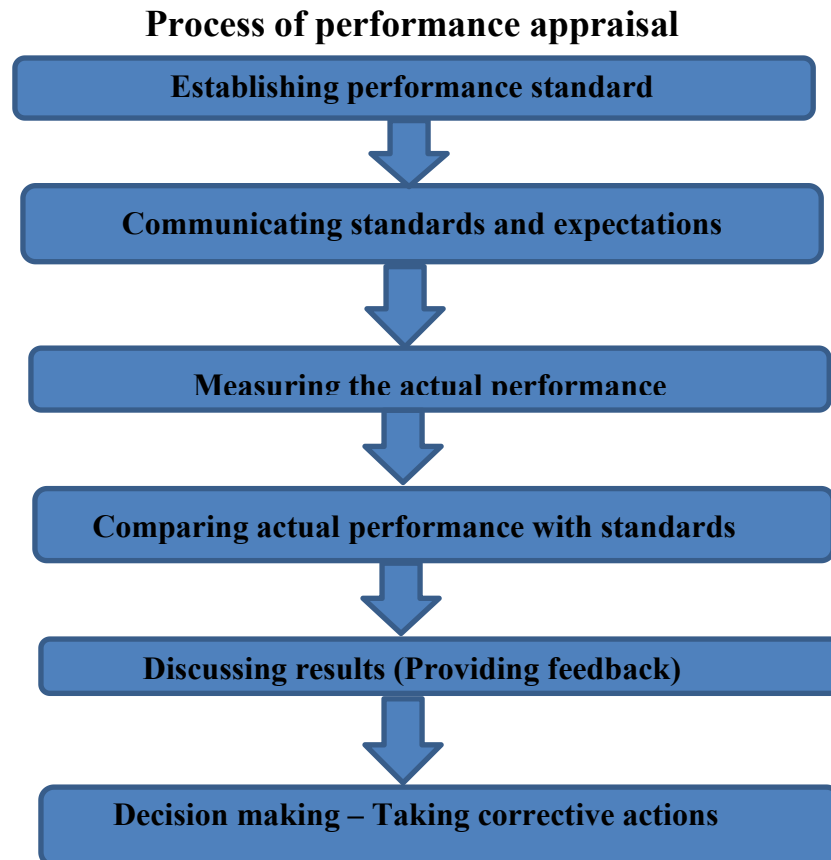
The performance appraisal process consists of six inter-related steps as follows:

Establishing performance standard Communicating standards and expectations

Measuring the actual performance Comparing with standards Discussing results

(providing feedback) Decision making (taking corrected reactions)

The conceptual framework of the study is presented in the Figure 2.1 below.



Source: David A. Decenzo and Stephen P. Robbins (2005)

Figure 2.1 Performance Appraisal process

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Approaches of the Study

This study has used mixed method to combine quantitative and qualitative results. A mixed methods approach is one which employs strategies of inquiry that involve collecting data either simultaneously or sequentially to best understand research problems(Creswell,2003). The data collection also involves gathering both numeric information as well as text information so that the final database represents both quantitative and qualitative information.

3.2 Research Design of the Study

According to Geoffrey et al, 2005 descriptive research is a research type which describes phenomena as they exist and it is used to identify and obtain information on the characteristics of a particular problem or issues. By using descriptive research method, it enables to use various forms of data as well as incorporating human experience which allows the researcher to look the study in so many various aspects and provide bigger overview about the subject matter.

Based on the above definitions descriptive type of research design was best to achieve the aim of this research since the study is focus on practice and challenges of performance appraisal in Digital Satellite Television. This design was particularly important for the study because it helps to describe and interpret the actual events that exist now and existed in the past and that have influences on the present performance appraisal system of BPE.

After the required data were collected, it was processed, and analyzed by using Statistical Package for the Social Sciences, (SPSS). To gain a better understanding by obtaining data from different sources, such as interviews, questionnaire and secondary data which helps to harnesses diverse ideas about the same issue and assist in cross-checking the results, and consequently helps to increase the validity, reliability of the findings and data analysis.

3.3 Data Sources and Types

The researcher used both primary and secondary resources.

3.3.1 Primary Source

Primary data was obtained by conducting interview with HR manager and questionnaires to various respondents.

In order to acquire the imminent approach to the cause of the problem primary approach used both closed and opened questions that would be used effectively through interviewing internal employees all the way through identifying professionals exclusively employees that currently are working at DSTV.

3.3.2 Secondary Source

The secondary data was collected from sources such as books, journals, internet and textbooks. The literature review was also entirely depended on secondary sources, which are related studies that were undertaken by different researchers and authors on the topic under study.

3.4 Sample Size and Sampling Techniques

The population considered for this study consists of all management staff and employees of DSTV. The population under the study were 284 staff. Participants in the research were 13% of the total population was considered as sample which means 89 person samples was selected randomly by employing simple random sampling method. This method is used to give equal chance to the population to make sure the representatives of the data.

3.5 Data Gathering Instruments

The researcher used interview as well as open ended and close ended questionnaire to obtain data for the study. The questionnaire that will be used by the researcher is related to the objectives as well as the research questions of the study.

3.6 Validity and Reliability

3.6.1 Validity

Validity is one of the measures used to identify the quality of data. Validity in this study was assured by using pilot test to see if the questionnaire is clear, easy to

understand or not. Respondents were given questionnaires face to face in view of helping them with any difficulties and ambiguities associated.

3.6.2 Reliability

Reliability concerns the extent to which an experiment, test or any measuring procedure yields the same results on repeated trials (Carmines and Richard, 1979). Reliability of a study is a pre-requirement for the result to be interpretable and help for generalization (Ghiselli, 1981). Cronbach's alpha was used to check the reliability of the main tool of data collection for this study, which is questionnaire. Cronbach's alpha regarding each variable is taken as reliable if the value is >0.70 . Accordingly, the study run reliability analysis for each variable in the study and the resulted is displayed as follows;

Table 3.2 Reliability Analysis (Cronbach's alpha)

Variable	Cronbachs Alpha	Number of items
Performance Appraisal and Strategic Business Objective Relations	5	0.938
Establishing Performance Standard	4	0.733
Communicating Standards and Expectation	5	0.736
Measuring the actual performance	4	0.809
Discussing Results	5	0.718
Decision Making	5	0.704
Challenges of Performance Appraisal	4	0.706
Total	32	0.853

3.7 Methods of Data Analysis

The researcher used both quantitative and qualitative analysis of the data. The Quantitative research focused on quantifying the collection and analysis of data. It is formed from a deductive approach where emphasis is placed on the testing of theory, shaped by empiricist. The Quantitative research use data in the form of numbers.

After collecting the required data, Statistical Package for the Social Sciences (SPSS) version 26 will be used for the purpose of processing and analysis of the results. Descriptive statistics based on tables was used to analyze information on all factors/variables including respondent personal information. Liker scale; measurement will be used on the basis of the survey;

5=strongly agree(SA); 4=agree(A); 3=Neutral(N); 2 = disagree(D); 1=strongly disagree(SD). . The variables will be analyzed by using frequency counts, percentages, mean values and standard deviation. Finally, information obtained through questionnaire, and document review will be analyzed and interpreted.

3.8 Ethical Considerations

It could not be ethical to access some confidential documents of the organization. Therefore, the organization's code of ethics was taken in to account without significantly compromising findings of the study. Also it may not be ethical to ask employees to answer questionnaires while they are at their work responsibility. Hence, enough time was given to respondents so that they can either take the questionnaire to their home or use their break time. The researcher respected study respondents' willingness to fill the questionnaires. And also the respondents were informed about the purpose of data collection and analysis while distributing the questionnaire papers and conducting interview. The information collected was used only for the study purposes.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

This chapter consists of three parts. The first part shows on the response rate and the second part shows the demographic characteristics of respondents that include personal & professional characteristic. The third part deals with the presentations, analysis and discussion of the major findings in description of the basic questions that were analyzed based on the response obtained from the employees, Moreover, for better triangulation of the information obtained, interview were made with the HR focal persons.

1.1 Response Rate

In this research 89 questionnaires was distributed to the participated respondents in hard copy. 84 questionnaires was returned by respondents which is considered as representative of the population which encountered 94.4% of the population.

Respondents	Targeted		Returned	
	Frequency	Percentage	Frequency	Percentage
89	89	100%	84	94%

Table 4.1 Response Rate

1.2 Demographic Characteristics of Respondents

Table 4.2 Demographic Characteristics of respondents

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MALE	30	35.7	35.7	35.7
	Female	54	64.3	64.3	100.0
	Total	84	100.0	100.0	

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21-29	28	33.3	33.3	33.3
	30-40	33	39.3	39.3	72.6
	41-50	18	21.4	21.4	94
	Above 50	5	6	6	100.0
	Total	84	100.0	100.0	

Year of Service					
Valid	2 years and less	9	10.7	10.7	10.7
	2-5	44	52.4	52.4	63.1
	6-10	20	23.8	23.8	86.9
	Above 10 years	11	13.1	13.1	100.0
	Total	84	100.0	100.0	

Education Level					
Valid	Diploma	12	14.3	14.3	14.3
	1 st Degree	48	57.1	57.1	71.4
	2 nd Degree	5	6	6	77.4
	Masters	19	22.6	22.6	100.0
	Total	84	100.0	100.0	

Table 4.2 shows the demographic characteristics of Digital Satellite Television employees under study regarding gender, age, education level and year of service. As a result, regarding gender 35.7% and 64.3% of employees are males and females respectively. With regard to the age of respondent, 33.3% are below 29 years and 6% are above 50 years. Most of them are age groups of 30-40 years of age which accounted 39.3%, the rest are age groups of 41-50 which accounted for 21.4%. This shows they are matured enough to equipped the researcher with all the necessary information.

In relation to qualification of respondents, the majorities 57.1% are 1st degree, 14.3% are diploma, 22.6% are master's degree holders and 6% are the 2nd degree holders. Therefore, it is possible to conclude that the information obtained from them can be considered as a reliable and reasonable due to their academic background

Concerning to the years of service, the majority of employees 52.4% are within 2-5 years of experience, while 10.7% and 13.1% are 2 years and less and above 10 years respectively the rest 23.8% are within 6-10 years. This indicates that such sample years of service in the enterprise is adequate enough to reply to the various issues raised concerning the practice of performance appraisal in Digital Satellite Television.

4.3 Descriptive Analysis of Study Variables

These research questions were approached by using the questionnaire based on the five Scale, which studied the attitudes of the respondents and informant employees regarding human resource performance appraisal practice under the study. Five point

from very higher strongly agree to very low strongly disagree were used. To perform, five major items have been identified in the study and the response were presented, analyzed and interpreted in table items.

Likert- Scale Description	Likert- Scale	Likert- Scale range
Strongly Disagree	1	1.00 - 1.80
Disagree	2	1.81 - 2.60
Neutral	3	2.61 - 3.40
Agree	4	3.41 - 4.20
Strongly Agree	5	4.21 - 5.00

From the primary analysis, we calculate descriptive statistics (Mean and frequencies). The responses were scaled from 5 to 1, where 5 indicated strongly agree, 4 indicated agree, 3 indicated neutral, 2 indicated disagree and 1 indicated strongly disagree. To make easy interpretation, The mean were interpreted as the following ranges of values are assigned to each scale: (1.00- 1.80) Strongly Disagree;(1.81- 2.60) Disagree; (2.61 – 3.40) Neutral; (3.41 - 4.20) Agree; and (4.21 - 5.00) Strongly Agree.

Table 4.3 Performance Appraisal and Strategic Business Objectives Relation

S/N	Statement	1(SD)	%	2(D)	%	3(N)	%	4(A)	%	5(SA)	%	Mean	SD
1	The performance result are revised against the target KPT (Key performance indicated) by HR to avoid any bias or subjectivity.	2	2.4	6	7.1	38	45.2	24	28.6	14	16.6	2.5	2.149
2	Did you achieve the goals set for you during your last performance appraisal.	3	3.6	2	2.4	26	30.9	42	50	11	13.1	2.3	1.972
3	Employees at DSTV participate when performance standard is prepared.	2	2.4	8	9.5	31	36.9	34	40.5	9	10.7	2.5	2.160
4	Does the organization strategy help you achieve your long term objective.	8	9.5	14	16.6	28	33.3	23	27.4	11	13.1	2.8	2.081
5	Employees let to know their strength and weakness during performance appraisal process.	16	19.0	14	16.6	26	31	28	33.3	0	0	3.2	2.889
	Grand Mean											2.66	2.250

Source of data:- Developed for this study

On the first question of Performance Appraisal and Strategic Business Objectives Relation respondents were asked if the responsible HR department revise their KPIs in order to avoid any bias or subjectivity. Accordingly, to the respondents majority of respondents (45.2%) replied agree and strongly agree, and (9.5%) replied disagree and strongly disagree and (45.2%) remain neutral. From the respondent's response it can be understood that the majority of the response percentage was both agree and neutral, from this we can say that the responsible HR department revises every employee performance in order to avoid any bias. The mean value 2.5 of the respondents signifies that respondents disagree with the idea when we come to the mean range.

The next question was about if the respondents(employees) achieved the goal set for them during the last performance appraisal. Accordingly, majority which is (63.1%) of the respondents replied agree and strongly agree, (6%) replied disagree and strongly disagree respondents replied they did not know about the performance criteria used and (30.9%) remain neutral. From the responses a large number of respondents have positive agreement. However, the mean value 2.3 of respondent signifies that respondents disagree with the idea. Therefore, DSTV should follow up its employees in order for the organization to achieve its goal.

On the third question is about if the employee at DSTV participate when performance standard is prepared. Accordingly, majority of the respondents which is (51.2%) replied agree and strongly agree, a total of (11.9%) respondents disagree and strongly disagree on performance evaluation criteria are capable of measuring true performance and (36.9%) of the respondents remain neutral. Where as the mean value 2.5 indicate an average response are disagree, it is possible to know that the employees does not participate while performance standard is being prepared this can lead to employees not performing as per the required standard.

Question was also raised for the respondents if the organization strategy helps them achieve their long term objective. Accordingly, majority of the respondents which is (40.5%) replied agree and strongly agree, where as (26.1%) respondents agree and

strongly agree and (33.3%) of the respondents remain neutral. Where as the mean value 2.8 indicate an average response are uncertain, it is possible to know that the employees of DSTV are not sure if the organization strategy is good enough to help them achieve their long term objective. Therefore, as the respondents DSTV does not help the employees have a long term objective in the organization.

The last question for the respondents was about during the performance process employees get to know their strength and weakness. Which shows that on the above table, majority of the respondents (35.6%) of the respondents disagree about the capability, (33.3%) agree and strongly agree and the remaining (31%) is neither. From this we can see that the majority of the employees do not believe that they get to know there strength and weakness during the performance process this well lead them to not improve what they should improve on or what they should keep doing this will bring a discharge on their work performance and will also be an effect for the company's plan, goal and will not go at the company planned strategy. A mean value of 3.2 which indicates an average response are neutral.

Table 4.4 Establishing performance standard

S/N	Statement	1(SD)	%	2(D)	%	3(N)	%	4(A)	%	5(SA)	%	Mean	SD
1	Performance is evaluated as per pre-established standards.	9	10.7	3	3.6	24	28.6	10	11.9	38	45.2	2.23	2.126
2	The PS used to measure the performance are clearly defined	1	1.2	28	33.3	16	19.0	39	46.4	0	0	2.91	2.508
3	The PS used in the company is capable of measuring my true performance.	16	19.0	17	20.2	22	26.2	28	33.3	1	1.2	3.23	2.911
4	The PS is customized based on my job.	19	22.6	23	27.4	17	20.2	6	7.1	19	22.6	3.20	3.028
	Grand Mean											2.31	2.643

Source of data:- Developed for this study

On the first question respondents were asked about their level of agreement whether performance is evaluated as per established standards. Accordingly, majority of the respondents which is (57.1%) replied agree and strongly agree, and (14.3%) respondents replied disagree and strongly disagree and (28.6%) remain neutral on

their agreement with performance is evaluated as per established standard. From the respondent's response it can be understood that performance appraisal is conducted against the pre-established criteria and the awareness about the pre-established standards is not the same in all employees.

According to **David A. Decenzo & Stephen P. Robbins (2005)**, which is mentioned on chapter 2 performance standards be clear and objective enough to be understood and measured. The expectations a supervisor has in terms of work performance by his/her employees must be clear enough in his/her mind.

The next question which was forwarded to respondents was about clearly defined and objective criteria/instrument used to measure performance of employees. As a result, (46.4%) replied agree and strongly agree respondents agreed that performance measurement criteria are clearly defined to them , (34.5%) replied disagree and strongly disagree respondents replied they did not know about the performance criteria used and (19.0%) remain neutral. From the responses a large number of respondents have positive agreement. The mean value 2.91 of respondents also signifies that respondents were neutral with the idea. Therefore, performance standard criteria should be clearly defined equally to all level of employees from the higher to the lower.

To further information about it, interview was conducted with human resource department team leader (Mr.) and his response was: the criteria were not clearly defined based on the employees' job and he believes that the criteria used are not objective oriented.

Question was also raised for the respondents about their level of agreement whether performance standard are capable of measuring true performance. Accordingly, majority of the respondents which is (39.2%) replied disagree and strongly disagree, a total of (34.5%) respondents agree and strongly agree on performance standard are capable of measuring true performance and (26.2%) of the respondents remain neutral. Where as the mean value 3.23 indicate an average with the mean range of response

are agree, it is possible to know that the employees of DSTV are sure the performance standard used to measure their performance was capable of measuring their true performance.

Additional information was taken by interview conducted with the human resource team leader. And it is possible to argue that the criteria to appraise employees' performance are not capable of measuring the actual performance of the employees in DSTV.

According to **Henderson (1980)**, any effective measuring instrument needs to provide relevant and sufficient measurement criteria to accurately describe significant behaviors required for successful job performance. These measures must be amenable to scaling and be able to be weighted.

On fourth question was about whether the performance appraisal form is customized based on job characteristics. As a result, (29.7%) respondents agree and strongly agree on their agreement on evaluation form is customized based on job characteristics, while (50%) of them disagree and strongly disagree on evaluation form is customized based on job characteristics and (20.2%) of the respondents remain neutral. The mean value is 3.20 indicates an average of response are uncertain among the respondents for the variable. In this regard majority of the respondents believe that the form used for evaluation is not customized based on the characteristics of their job.

In addition, through the interview conducted with human resource management team leader, he expressed that there is no practical experience to customize job according to the characteristics of jobs in the enterprise. As a result, no practice of customizing employees' appraisal to the characteristics of their jobs exists, as there is only one form standardized to all jobs used from the date of establishment.

According to literature customizing forms to be used for appraising employees' performance needs to be on the basis of characteristics of job those incumbent job holders. The criteria should include the particular types of behavior that are contingent upon the important job functions.

To sum up, the items mentioned in the establishing performance standard, the grand mean value of 2.31 and standard deviation of 2.643 signifies that respondents' reaction for the variables are in the range of disagreement. This indicates performance standards/measures are not clear, lack measuring capabilities, not customized to specific jobs, cannot distinguish effective from ineffective performers and no agreement reached with supervisors. The result implies, the performance of DSTV employees were not properly measured and the required outcome from employees achieved.

Table 4.5 Communicating standards and expectations

S/N	Statement	1(SD)	%	2(D)	%	3(N)	%	4(A)	%	5(SA)	%	Mean	SD
1	Performance appraisal standards are clearly communicated to all before implementation.	1	1.2	3	3.6	43	51.2	32	38.1	5	5.9	2.56	2.121
2	My rater frequently lets me know how I am doing.	20	23.8	21	25	8	9.5	10	11.9	25	29.8	3.01	2.928
3	I have got the opportunity to participate in the design of the performance standard form used to measure my performance.	3	3.6	32	38.1	21	25	16	19.0	12	14.3	2.98	2.676
4	My duties and responsibilities are clearly defined to my understanding.	19	22.6	5	5.9	14	16.6	24	28.6	22	26.2	2.70	2.609
5	My supervisor makes it easy to understand the PA and always offering assistance to me when needed.	16	19.0	28	33.3	10	11.9	17	20.2	13	15.5	3.20	2.988
	Grand Mean											2.89	2.664

Source of data:- Developed for this study

The first question was on whether performance appraisal standards are clearly communicated it is possible to know the level of agreement. Where the majority of

the respondents which is (39.3%) replied agree and strongly agree, a total of (26.2%) replied disagree and strongly disagree and (34.5%) remain neutral.

Where the mean value is 2.56 shows that majority respondents are disagreement. This shows that the performance appraisal process and procedures is not clearly communicated to all employees prior to its implementation.

On the next question says that how raters frequently lets employees know how they are doing the majority (42.9%) replied that they disagree and strongly disagree, and (27.4%) are agree and strongly agree and while (29.8%) indifferent. A mean value of 3.01 shows that majority respondents are uncertain. This explains that appraiser need do more on provide the right feedback at the right time and misleads the whole year performance of the employee by concentrating all the recent performance.

Furthermore interview was held with the human resource management team leader said , there is no such practice known, and this practice is sometime used when the need arises from the working environment. Therefore, it can be concluded the raters do not show employees frequently what they are doing as needed.

On the third question on the communicating standard and expectation is that weather opportunity to design the form used to evaluate employee's performance. Accordingly, employees' responses of getting opportunities to participate, in the design of the form used for performance appraisal indicate that the majority (53.6%) of employees disagree and strongly disagree, (21.4%) agreed and strongly agreed for getting opportunities to design the form used for their performance appraisals and (25%) indifferent. Furthermore, a mean value of 2.98 that shows that majority respondents are in uncertainty. This response clearly implies that DSTV did not give that much a chance to its employees to participate in designing of the PA evaluation form.

Additionally, when interviewing the human recourse department team leader also confirmed that there is no such opportunity in the Enterprise. The form was a standardized one used to all the employees of DSTV.

The fourth question is concerning understanding clearly the duties and responsibilities, (48.7%) respondents agree and strongly agreed on their awareness of their

responsibility and the expectation from them. However, the respondents which is (47.6%) replied that they disagree and strongly disagree and (38.1%) remain neutral. A mean value of 2.70 shows that majority respondents are in uncertain. In general, even though it is the responsibilities of all employees to know their duties and responsibilities, management is more responsible to aware and communicates the rest of employees to have depth knowledge of their duties and responsibilities.

On the final question raised for the respondents is to the role of supervisor offering assistance to employee in order to easily understand the performance appraisal, most of the (41.7%) of the respondents are in disagreement level that supervisors make performance appraisal easy to understand and provide assistance when needed, however, (25%) of the respondents responded agree and strongly agree (33.3%) remain neutral. Furthermore, a mean value of 3.20 that shows that majority respondents are uncertain. The result of this question show that majority of employees are not sure if there getting adequate support which help them to perform in a better way and contribute for the development of the organization. However, from the data anyone can see that employees are not getting the desired support they should get from their supervisors.

To sum up, the items communicating standards and expectations, the grand mean value of 2.89 and standard deviation of 2.664 signifies that respondents' reaction for the variables are also in the range of uncertainty. This indicates standards were not defined and communicated, employees were not allowed to participate in designing performance appraisal process and appraisal was not done together with supervisor. This proves employees were evaluated without knowing their roles and what exactly was expected from them.

Table 4.6 Measuring the actual performance

S/N	Statement	1(SD)	%	2(D)	%	3(N)	%	4(A)	%	5(SA)	%	Mean	SD
1	Evaluation of my performance is based on my accomplishment and achievement.	9	10.7	11	13.1	28	33.3	10	11.9	26	30.9	2.61	2.439
2	My rater usually keeps a file on what I have	0	0	28	33.3	13	15.5	31	36.9	12	14.3	2.72	2.372

	done during the appraisal period to evaluate my performance.												
3	The PS have been extracted from an up-to-date job description.	18	21.4	12	14.3	16	19.0	31	36.9	7	8.3	3.03	2.808
4	Performance appraisal is conducted regularly	21	25	18	21.4	13	15.5	9	10.7	23	27.4	3.06	2.951
	Grand Mean											2.85	2.642

Source of data:- Developed for this study

On the first question under the measuring the actual performance is that the statement of their evaluation based on their accomplishments and achievements, the majority (42.8%) of employees responded agree and strongly agree, while (23.8%) of the respondents disagree and strongly disagree and (33.3%) remain neutral, according to the respondents this shows that the way their accomplishment and achievements are evaluated is clear. However, the mean value of respondents' response is 2.61 which indicate Uncertainty.

According to the informants from the human resource management department, the purpose of the evaluation was to measure the accomplishment of employees, but it is impaired with different problems arising from the environment of the evaluation system.

On the next question is believing the appraiser keeps file during the appraisal periods, the majority of the respondent are (51.2%) which they agreed and strongly agreed, while (33.3%) are disagree and strongly disagree and (15.5%) are neutral, which shows that majority of the respondents agree that the appraiser keeps file during the appraisal periods . A mean value of 2.72 that shows the results are in Uncertainty.

The third question was asked to the respondents is whether performance standard used in the enterprise reflect up-to-date job description. The responses shows that (45.2%) agree and strongly agree, where as (35.7%) disagreed and strongly disagreed and the remaining (19.0%) are neutral. The mean value of respondents' response is 3.03 shows that the respondents are in Uncertainty. This reveals that from the majority of the respondents are not clear about the performance standard used in the enterprise was extracted from an up-to-date job description.

Wesley (2004) stated that up-to-date performance criteria will seek to enhance the

productivity of the worker in line with modern trend. The enterprise therefore would have to keep up the standard of ensuring the use of up-to-date performance criteria.

For the last question on measuring the actual performance is regarding regularly conducted performance most of the respondents which is (46.4%) disagreed and strongly disagreed that performance appraisal is conducted regularly, while (38.1%) agree and strongly agreed and (15.5%) are remain neutral. Again the mean value of respondents' response is 3.06 of the respondents are in Uncertainty with the statement. This clearly explains that employees do not have idea about conducting performance appraisal.

As **Boice and Kleiner (1997)**, studied evidence strongly suggests that performance reviews should be performed on a frequent and ongoing basis to avoid surprises at an annual review. Conducting regular performance appraisal is the central mission of the performance review process.

To sum up, the items mentioned in the measuring the actual performance, the grand mean value of 2.85 and standard deviation of 2.642 signifies that respondents' reaction for the variables are in the range of neutral. This indicates the employees of BPE have no clear information how their performance was measured.

Table 4.7 Discussing results (Providing feedback)

S/N	Statement	1(SD)	%	2(D)	%	3(N)	%	4(A)	%	5(SA)	%	Mean	SD
1	I have received feedback regularly about my performance from my supervisor.	9	10.7	4	4.8	27	32.1	32	38.1	12	14.3	2.59	2.325
2	Feedback on good or poor progress is forwarded openly.	16	19.0	3	3.6	13	15.5	23	27.4	29	34.4	2.45	2.390
3	Information generated through performance appraisal is used to counsel and coach subordinates so that they will improve their performance and develop their respective potential..	0	0	23	27.4	14	16.7	18	21.4	29	34.5	2.41	2.162

4	Information generated through performance appraisal is used to motivate subordinates through recognition and support.	17	20.2	32	38.1	15	17.8	16	19.0	4	4.8	3.5	3.173
5	The performance appraisal in my enterprise helped me improve my job performance.	19	22.6	29	34.5	21	25	12	14.3	3	3.6	3.58	3.233
	Grand Mean											2.9	2.656

Source of data:- Developed for this study

On this first question given for the respondents regarding their regular feedback on their performance. Most of the respondents which is (52.4%) express their level of agreement as agree and strongly agree where as (15.5%) replied that they did not get any feedback regularly about their performance from their supervisor and the remaining of the respondents (32.1%) of them were neutral. From this finding along with mean 2.59 the result indicate disagreement. Providing feedback is the most common justification for an organization because employees will learn how well they did the task over the period and then use the information to improve their performance in the future. Therefore, from the above data the researcher believes that there is a significant gap between the management and employees on the way they think giving feedback regarding employee's performance regularly.

Cleveland et al. (1989) mentioned that performance appraisal specifically provides quality feedback on strengths and weaknesses in determining training needs, transfers, assignment and potential for growth.

On next question on providing feedback indicated that during appraisal feedback on good or poor performance is forwarded openly, the majority (61.9%) of employees agreed and strongly agree, while (22.6%) of the respondents disagree and strongly disagree and (15.5%), remain neutral. This clarifies that while conducting appraisal, there is no an open two way systems of communication and discussion between the appraiser and the appraisee as needed. Furthermore, a mean value of 2.45 which indicates an average response of disagree among the respondents for the variable.

The third question was about the information generated through performance appraisal being used to counsel and coach subordinates. Accordingly, the result shows majority (55.9%) of respondents agree and strongly agree that the information generated through performance appraisal is used to counsel and coach subordinates. While, (27.4%) respondents disagree and strongly disagreed and (16.7%) are neutral. Additionally, a mean value of 3.1 which indicates an average response are neutral among the respondents for the variable. These show that, the majority disagree, significant percent of employee are agree and only minimum percent neutral about the issue. This is significant in relation to increasing/reducing performance of employees. The information generated through performance appraisal to counsel and coach subordinates gets a low level of agreement. The purpose of performance appraisal is also to determine decision of employees' development to make them more productive in the organizations.

The next question which was about their know-how on performance is used to motivate subordinates. As a result, (23.8%) agreed and strongly agreed, while majority of the respondents (58.3%) disagreed and strongly disagreed regarding the information generated through performance appraisal was used for motivating employees and where as (25%) are neutral. Furthermore, a mean value of 3.5 which indicates an average response of agreement among the respondents for the variable. This indicates that the employees of the enterprise were clear that the performance appraisal used for motivational purposes. The degree of using the performance appraisal for motivational purpose is very high.

For the last question raised for the respondents is regarding the performance appraisal help to improve job performance. The majority (57.1%) disagreed and strongly disagreed about the performance appraisal in their organization helping them to improve their jobs, and (17.9%) are agree and strongly agree and while (25%) neutral. Furthermore, a mean value of 3.58 which indicates an average response of agree among the respondents for the variable. The responses revealed that the practice of evaluating employees to improve their job was adequate enough. However, Majority

of employees disagree that the performance appraisal helps them to improve their job performance. Performance appraisal is useful not only to align employees with the goals of organizations; it is also used for the development of the capacity of the employees in order to make them more productive. Improving job performance is improving job quality and efficiency. And this can be achieved through training and human resource development in terms of contributing to the organization's goals.

To sum up, the items under providing feedback, the grand mean value of 2.9 and standard deviation of 2.656 signifies that respondents' reaction for the variables are also in the range of neutral. This indicates employees were not provided any feedback, performance evaluation was not used to coach and to counsel employees and the existing performance evaluation system was unable to diagnose performance results.

Table 4.8 Decision making – Taking corrective actions

S/N	Statement	1(SD)	%	2(D)	%	3(N)	%	4(A)	%	5(SA)	%	Mean	SD
1	My supervisor keeps a file on my activities during the appraisal Period.	12	14.3	11	13.1	29	34.5	23	27.4	9	10.7	2.92	2.656
2	When my supervisor assesses my performance he/she is biased by different reasons.	19	22.6	5	5.9	12	14.3	26	30.9	22	26.2	2.67	2.593
3	Information generated through performance appraisal strongly determines pay and promotion decisions.	13	15.5	21	25	16	19.0	12	14.3	22	26.2	2.89	2.743
4	If I have question or reservations about my performance standard, my evaluator provides me with specific examples of things which I have accomplished during the appraisal period.	9	10.7	14	16.7	16	19.0	27	32.1	18	21.4	2.63	2.435
5	The performance result I received has helped me to improve my performance.	16	19.0	28	33.3	11	13.1	9	10.7	20	23.8	3.10	2.968
	Grand Mean											2.85	2.679

Source of data:- Developed for this study

On the first question on decision making the respondents were asked if their supervisor keeps file on their activities. The majority (38.1%) of the respondents agreed and strongly agreed, while (27.4%) disagree and strongly disagree and (34.5%) neutral. A mean value of 2.92 which implicated that the respondents are neutral with the idea. Here the majority of the respondents believe that their supervisors keep file on their activities.

The next question raised for the respondents was effective performance appraisals is supposedly caused by personal bias which is concerning the rating errors which lead a supervisor to be biased. The majority (57.1%) of the respondents agreed and strongly agreed on, while (28.5%) disagree and strongly disagreed with the idea and (14.3%) remain neutral. A mean value of 2.67 which implicated the respondents are uncertain with the idea. Here the majority of the respondents believe that their supervisors are somehow biased by different reasons when they assess employee's performance.

In literature review on chapter two we can find different kinds of rating errors and among them the tendency to rate people in the middle of the scale, an initial positive or negative judgment by supervisors which distort the real performance, generalizing one aspect of an individual performance to all areas of his/her performance and generalizing across the groups and ignore individual differences are the most usual errors that make a supervisor to be biased on individuals' performance.

On the third question of the decision making respondents were asked about their level of agreement whether information generated through performance appraisal determines pay and promotion the majority (40.5%) of the respondents respond performance appraisal is not attached to reward and promotion. while, (40.5%) of the respondents agreed and strongly agreed about PA determine pay and promotion determination and (19.0%) remains neutral. A mean value of 2.89 which implicated how much they neutral with the idea.

Question was also on asked for the respondent on specific examples of things accomplished during the appraisal period is essential when required. These will create trust between employees and supervisors. As the table above shows majority (53.5%) of the respondent agree and strongly agree, while (27.4%) disagree and strongly disagree and (19.0%) are neutral, about their rater of specific examples of job accomplished on their performance rating. The mean value of 2.63 is in the range of neutral view which indicates respondents are uncertain. The result reveals that the subordinates have a support with specific incidents of good and poor performance during their performance appraisal.

According to the interview human resource team leader, any employee can see his evaluation, and agree or disagree on the point given but there is no practice of providing specific examples.

The last question was on performance results received has helped them to improve their performance. Accordingly, Majority (52.3%) of the respondents are disagreed and strongly disagree, where as (34.5%) of the respondents agree and strongly agree and (13.1%) remain neutral. The mean value of 3.13 is in the range of neutral view which indicates respondents are uncertain. Whereas the responses of the human resource department official revealed that the practice of evaluating employees to improve their job was not adequate enough.

Based on literature performance appraisal is useful not only to align employees with the goals of organizations; it is also used for the development of the capacity of the employees in order to make them more productive. Improving job performance is improving job quality and efficiency. And this can be achieved through training and human resource development in terms of contributing to the organization's goals.

Table 4.9 Challenges of performance appraisal

S/N	Statement	1(SD)	%	2(D)	%	3(N)	%	4(A)	%	5(SA)	%	Mean	SD
1	Appraisers lacks knowledge and do not have the required skill.	16	19.0	17	20.2	28	33.3	18	21.4	5	5.9	3.2	2.952

2	The performance appraisal system is not clearly formulated.	19	22.6	28	33.3	17	20.2	11	13.1	9	19.7	3.2	3.200
3	The evaluator is influenced by personal liking and disliking when evaluating my performance.	3	3.6	12	14.3	15	17.8	32	38.1	22	26.2	2.7	1.967
4	While conducting PA the supervisor follows -halo error.	20	23.8	9	10.7	23	27.4	8	9.5	24	28.6	3.3	2.738
	Grand Mean											3.1	2.714

Source of data:- Developed for this study

Regarding to the challenges of the PA the first question was raised to the respondents about the knowledge and the required skill where as the majority of the respondents (39.2%) disagree and strongly disagreed that appraisers lack knowledge, while (27.4%) of the respondents agreed and strongly agreed and (33.3%) neutral. The mean value of their response is 3.25 which indicate respondents' neutral. This shows that appraisers do not have knowledge in which it highly affects the evaluation. PA is the most significant activity of an organization. If the right persons are not assigned to process PA activities, then the strategic objectives of organization are seriously affected.

According to **Tosi, Rossi and Carroll (1986)**, there are several challenges which arise in the practice of performance appraisal activities: One of the factors that contribute to employee's dissatisfaction is that raters are not knowledgeable and do not have the required skills.

The next question was related to Fairness and objectiveness of Performance appraisal system the Majority (55.9%) of the respondents disagreed and strongly disagreed, while (23.8%) agreed and strongly agreed and (20.2%) remain neutral. A mean value of 3.4 which implicated how much they are neutral with the idea. Therefore, employees dissatisfied with their rater do not gave fair assessment in their evaluation, and this indicates the evaluation is not fair assessment in DSTV.

On the third question was when an evaluator appraises someone who they like, they may be more apt to give them a superior evaluation than someone they do not like. The influence of the rater biases on the basis of personal liking and disliking is rated as shown in the table above, majority (64.3%) of employees agree and strongly agree, while (17.9%) disagreed, and (17.8%) uncertain about their rater rating their performance basing on personal liking and disliking. The mean value of 2.31 is in the range of disagree view which indicates respondents are disagreement.

Information acquired from human resource department officer through interview conducted indicate, the degree of liking and disliking while appraising employees' performance may vary from supervisor to supervisor, however this type of biases can exist in the organization regardless of the degree of its existence low or high.

Question raised for the respondents on while conducting PA the supervisor follows halo error. The majority which is (38.1%) of employees agree and strongly agree, while (34.5%) disagree and strongly disagree and (27.4%) neutral .

The mean value of 2.92 which implicated how much they neutral with the idea. Therefore, it is possible to conclude that employees are not that clear that there a halo error when the evaluator let the assessment of an individual on one trait influence his or her elevation of that person on other traits.

According to **Saiyadain, (1999:204-207)** , The result is that subordinates are rated consistently high, medium, or low on all performance appraisal dimensions.

One of several pitfalls mentioned by Oberg (1972) common to performance appraisal systems is interfere with the more constructive coaching relationship that should exist between superiors and their employees.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

This chapter focuses on the summary of the major findings of the research questions, conclusions and recommendations forwarded in light of the relevant literature developed by scholars and responses of research participants.

5.1 Summary of Major Findings

Based on collected data analysis on chapter four the following major findings are presented below:

The items mentioned in the Performance appraisal and Strategic Business Objectives Relation, the grand mean value of 2.66 which signifies that respondents' are uncertain. This indicates that the performance appraisal and strategic business objectives relation is an unclear which leads to unsuccessful strategic management which indicates that achieving an organization's predetermined vision and goals as stated in their strategic plan will be difficult to succeed.

Where as the items mentioned in the establishing performance standard, the grand mean value of 2.31 which signifies that respondents' reaction for the variables are in the range of disagreement. This indicates performance standards/measures are not clear enough, not measuring capabilities, is not customized to specific jobs, can not clearly be distinguish effective from ineffective performers and agreement can not be reached with supervisors. The result implies, the performance of DSTV employees were not properly measured and the required outcome from employees not achieved.

The communicating standards and expectations, the grand mean value of 2.89 that respondents' reaction for the variables are also in the range of uncertainty. This indicates standards were not clearly defined and communicated, employees were not clearly allowed to participate in designing performance appraisal process and appraisal was not done together with supervisor.

In the measuring the actual performance, the grand mean value of 2.85 which signifies that respondents' reaction for the variables are in the range of uncertainty. This indicates the employees of DSTV have no clear information how their performance was measured.

Under which providing feedback, the grand mean value of 2.9 signifies that respondents' reaction for the variables are also in the range of uncertainty. This indicates employees were not provided enough feedback, performance appraisal was not used to coach and to counsel employees and the existing performance evaluation system was good enough to diagnose performance results.

5.3 Conclusion

Based on collected data analysis on chapter four the following conclusion are drawn out:

- Most of the respondents believe that performance appraisal and strategic business objectives relations result is not conducted or followed up as per the organization objective.
- Majority of the respondents confirmed that the performance standards of the company were not stated properly regarding the employees requirements or expectations, that their performance is not customized based on their job.
- Respondents claimed that they were not clearly communicated about performance standards before implementation and also that there is less communication between the supervisor and the employee when they are in need of assistance.
- Respondents claimed that evaluation of their performance were not done based on their accomplishment and achievement.
- Majority of the respondents declared that their performance standard have not been measured properly which shows that their accomplishment and achievement where not measured as well as the performance standard have not been extracted from up-to-date job description.
- From the study it was also identified that most of the respondents did not receive feedback regularly about their performance from their supervisor as well as where they stand.

- According to the respondents response on decision making or taking corrective actions shows that it is weak it shows that the supervisors are biased by different reasons which leads to a wrong decision making.
- Employees at DSTV are uncertain they believe that appraisers lacks knowledge and do not have the required skill.
- Most of the respondents are uncertain with the practice of supervisors accurately evaluating their subordinate to the extent of they are being rewarded for doing so and penalized for failing not doing so is low

5.4 Recommendations

- One of the statement of the problem that has been stated on the research and the response that has been gotten from the employees is that there is no well standard performance that the employees should follow or filling to the requirement, so researcher highly recommends that, there should be well established performance standard that can monitor an individual performance depending on ones individual performance.
- From the researcher evaluation that it is gotten form the assessment is that the employees have not gotten a well oriented training of their obligation assortment these has created a confusion. So the research endorses for Employees to obtain well targeted training in order to assert their obligation based on performance standards.
- The majority of respondents who responded to the question about whether or not there was feedback given to the employees have strongly replied that they do not receive enough feedback, and that the existing performance appraisal system had left the employees to be blindfolded . Correspondingly, the researcher strongly urges the organization to provide follow-up feedback to the employees based on the their performance.
- On the research thesis one of the main question that was asked was that weather the company have a performance appraisal standards are clearly communicated the majority responded are uncertain meaning the performance appraisal had not been communicated clearly for that reason, the researcher suggests that through

using an internal website and business in mini book format should be prepared so that employees can refer to it anytime.

- From the interviews and questions that it is observed from the employees is that the company have not been giving promotion and rewards for that employees motivation have not exceeded that can backfire to the company so the researcher highly applauds to give rewards, promotion depending in their success in order to inspire them to work more.

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QUESTIONNAIRE

Note: Please put a “√” mark on the box that best describes you and the researcher expects your clear and complete statement on the ruled lines.

Part I: Personal Information of the Respondents

1. Gender Male () Female ()
2. Age 21-29 () 30-40 ()
- 41-50 () Above 50 ()
3. Educational level Diploma () 1st Degree ()
- 2nd Degree () Masters ()

Other _____

3. How long have been working with DSTV

- 2 years and less () 2-5 years ()
- 6-10 years () Above10 years ()

Part II: Opinion Survey on the Performance Appraisal Practices and Challenges

Performance Appraisal and Strategic Business Objectives Relation

On a scale of 1 to 5, indicate the extent to which you agree or disagree with the following statements about Performance Appraisal Standards

Key: 1-Strongly Disagree (SD) 2- Disagree(D) 3-Neutral (N) 4-Agree (A) and

5-StronglyAgree (SA)

S/N	Statement	1(SD)	2(D)	3(N)	4(A)	5(SA)
1	The performance result are revised against the target KPT (Key performance indicated) by HR to avoid any bias or subjectivity.					
2	Did you achieve the goals set for you during your last performance appraisal.					
3	Employees at DSTV participate when performance standard is prepared.					
4	Does the organization strategy help you achieve your long term objective.					
5	Employees let to know their strength and weakness during performance appraisal process.					

ANNEX II

Establishing performance standard

On a scale of 1 to 5, indicate the extent to which you agree or disagree with the following statements about Performance Appraisal Standards

Key: 1-Strongly Disagree (SD) 2- Disagree(D) 3-Neutral (N) 4-Agree (A) and 5-Strongly Agree (SA)

S/N	Statement	1(SD)	2(D)	3(N)	4(A)	5(SA)
1	Performance is evaluated as per pre-established standards.					
2	The performance standard used to measure my performance are clearly defined and objective.					
3	The performance standard used in the enterprise is capable of measuring my true performance.					
4	The performance standard is customized based on my job.					

Others (please specify)

Communicating standards and expectations

On a scale of 1 to 5, indicate the extent to which you agree with the following statements about Communicating standards and expectations

Key: 1-Strongly Disagree (SD) 2- Disagree(D) 3-Neutral (N) 4-Agree (A) and 5-Strongly Agree (SA)

S/N	Statement	1(SD)	2(D)	3(N)	4(A)	5(SA)
1	Performance appraisal standards are clearly communicated to all before implementation.					
2	My rater frequently lets me know how I am doing.					
3	I have got the opportunity to participate in the design of the performance evaluation form used to measure my performance.					
4	My duties and responsibilities are clearly defined to my understanding.					
5	My supervisor makes it easy to understand the PA and always offering assistance to me when needed.					

Others (please specify)

Measuring the actual performance

On a scale of 1 to 5, indicate the extent to which you agree with the following statements about Measuring the actual performance.

Key: 1-Strongly Disagree (SD) 2- Disagree(D) 3-Neutral (N) 4-Agree (A) and
5-Strongly Agree (SA)

S/N	Statement	1(SD)	2(D)	3(N)	4(A)	5(SA)
1	Evaluation of my performance is based on my accomplishment and achievement.					
2	My rater usually keeps a file on what I have done during the appraisal period to evaluate my performance.					
3	The performance criteria have been extracted from an up-to-date job description.					
4	Performance appraisal is conducted regularly					

Others (please specify)

Discussing results (Providing feedback)

On a scale of 1 to 5, indicate the extent to which you agree with the following statements about Discussing results (Providing feedback)

Key: 1-Strongly Disagree (SD) 2- Disagree(D) 3-Neutral (N) 4-Agree (A) and
5-Strongly Agree (SA)

S/N	Statement	1(SD)	2(D)	3(N)	4(A)	5(SA)
1	I have received feedback regularly about my performance from my supervisor.					
2	Feedback on good or poor progress is forwarded openly.					
3	Information generated through performance appraisal is used to counsel and coach subordinates so that they will improve their performance and develop their respective potential.					
4	Information generated through performance appraisal is used to motivate subordinates through recognition and support.					
5	The performance appraisal in my enterprise helped me improve my job performance.					

Other (please specify)

Decision making – Taking corrective actions

On a scale of 1 to 5, indicate the extent to which you agree with the following statements about Decision making – Taking corrective actions.

Key: 1-Strongly Disagree (SD) 2- Disagree(D) 3-Neutral (N) 4-Agree (A) and 5-Strongly Agree (SA)

S/N	Statement	1(SD)	2(D)	3(N)	4(A)	5(SA)
1	My supervisor keeps a file on my activities during the appraisal Period.					
2	When my supervisor assesses my performance he/she is biased by different reasons.					
3	Information generated through performance evaluation strongly determines pay and promotion decisions.					
4	If I have question or reservations about my performance evaluation, my evaluator provides me with specific examples of things which I have accomplished during the evaluation period.					
5	The performance result I received has helped me to improve my performance.					

Other (please specify)

Challenges of performance appraisal

On a scale of 1 to 5, indicate the extent to which you agree with the following statements about Challenges of performance appraisal.

Key: 1-Strongly Disagree (SD) 2- Disagree(D) 3-Neutral (N) 4-Agree (A) and

5-Strongly Agree (SA)

S/N	Statement	1(SD)	2(D)	3(N)	4(A)	5(SA)
1	Appraisers lacks knowledge and do not have the required skill.					
2	The performance appraisal system is not clearly formulated.					
3	The evaluator is influenced by personal liking and disliking when evaluating my performance.					
4	While conducting PA the supervisor follows halo error.					

Other (please specify)

Department of Human Resource Management

Interview Guideline

1. Do performance criteria/instruments are defined to employees?
2. Is there is any policy for customizing job basing on the characteristics of jobs in the enterprise?
3. Does the performance evaluation criteria capable of distinguishing effective from ineffective performers?
4. Is there any practice to let employees know how they are doing?
5. Do employees participate in the design of the performance evaluation form?
6. Could it be possible to say evaluation of performance is based on accomplishment and achievement?
7. What are the challenges facing the effective implementation of the appraisal system?
8. How frequently are performance evaluations conducted for employees?