

**EMPLOYEE PERFORMANCE APPRAISAL IMPACT ON
EMPLOYEE MOTIVATION IN JIMMA TEACHERS TRAINING
COLLEGE**

**A RESEARCH PEPPAR SUBMITTED IN PARTIAL
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ABSTRACT

This research paper deals with major problems of performance appraisal. It also concerned with the impact performance appraisal on employee motivation in Jimma teachers training college. The researcher has collected data from the respondent by means of questionnaire.

The study was adopted sample survey by probability sampling. From probability sampling systematic sampling was used. From the total population (182 employees) the researcher has taken 25% (45 employees) for the sample survey. From the total of 45 respondents, 35 of them are instructor, 10 Of them are from administrative staff. From the total of 45, 10 of them are appraiser. They are selected from broth administrative staff and academic staff. From academic staff seven appraisers ware selected and from administrative staff three appraisers ware selected.

The necessary data were collected and analyzed. The data collected were analyzed by means of quantitative and qualitative method of data analysis. Quantitative data analysis method is used for closed ended question and qualitative data analysis method for open ended question.

After that the possible recommendation and conclusion were given. The following are some the major finding from the data analyzed:- these are

- The performance appraisal result is not used for further purpose.
- 50% of the performance appraisal for academic staff is taken by student.
- The performance appraisal result is not motivating.

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CHAPTER ONE

INTRODUCTION

1) BACK GROUND OF THE STUDY

Performance appraisal is a human resource activity that is used to determine the extent to which an employee is performing his/her job effectively. Performance is said to be a result of employees' abilities and role perception in the organization during a formal specified period of time is assessed.

It can be also defined as a structural form of interaction between subordinate and supervisor that usually takes the form of periodic interview annually or semi annually in which the work of the employee is examined and discussed with a view of identifying weakness and strength as well as opportunities for improvement and skill development. (Dessler, 2002:416)

Performance feedback lets the employee know how well they have performed in comparison with the standard of the organization. Performance appraisal and feedback can be an emotionally laden process that dramatically affects employee's attitude towards the organization and themselves. If used effectively, performance appraisal can improve employee performance and motivation. If used inappropriately it has disastrous (Fisher Feldman Shaw, 1996, 450-451).

An employee can be evaluated by his/her superior, subordinates, and peer by self-appraisal methods. The immediate supervisor most of the time, holds the best position to observe his subordinate behavior and to make judgment. Thus it is possible to say that a superior can have a

clear understanding of his subordinate behavior, performance, weakness and strength. The quality of his judgment and appropriateness of his evaluation depends on the time he spends on observing his subordinate and his ability in appraising. Responsibility of performance appraisal gives superior considerable potential power to control the behaviors of subordinates (Kast, 1985:519).

Subordinate can also evaluate their superior's managerial effectiveness. If the work condition permits subordinates many times to observe their superior behavior, they can deliver accurate and reliable information related to superior performance.

Managers that continually monitor their subordinates' activities also evaluate their performance informally. More frequent periodic evaluation provides objective results. Therefore performance appraisal should be a continuous process but requires appraisal review.

In many organizations, but not all, appraisal results are used either directly or indirectly to help determine reward outcomes. That is, the appraisal results are used to identify the better performing employee who should get the majority of available merit, pay increase, bonus and promotion.

In Ethiopia many organizations and different institutions used the graphic scale and rating methods of performance appraisal. In these methods of appraisal predetermined standards are set and based upon this standard employees are appraised.

In such predetermined standards points are assigned. It is based upon that point one is assumed to be good, fair and satisfactory performance comparison. As distinct and formal management procedure used in the evaluation of work performance (Takle Micheal Mamo research 1996:40)

Employees are also more likely to think that the appraisal process is fair if they are given a chance to talk about their performance. This is special when they are permitted to challenge and appeal against their appraisal (Geenbergh 1960:350)

It is very important that employees recognize that negative appraisal feedback is provided with a constitutive intention that it helps them to overcome present difficulties and to improve future performance. Employees will be less anxious about criticism and more likely to find it useful, when they believe that the appraisers' intention is helpful and constructive. (Folger et al., 1998:3001).

Therefore, the research will be intended to identify the impact of employee performance appraisal on employee satisfaction (motivation).

1.2) STATEMENT OF THE PROBLEM

Performance appraisal can have many problems in any organization. The problems differ from organization to organization. This is because of the employees of one organization may have different performance from the other organization.

Employee can be motivated or de-motivated for many reasons.

-It may be due to subjectivity bias or

-Poor performance appraisal standard in the organization.

The appraisal method used and the manner in which results are communicated positively or negatively affect employee's motivation. The main problem in Jimma teacher training college as related to performance appraisal is:-

- The employee have no much motivation for the result of performance appraisal
- Raters are not efficient in rating
- 50% of the appraisal is taken by student for academic staff.

- Some rater account error in rating by favor, bias, some to me and the like.

The design can be claimed if the criterion for appraisal is poor, the technique used is cumbersome or the system is more formal than substance. The criteria used focuses solely on activity rather than output and personal trait rather than performance.

Some of basic question to be answered include:

- What is the perception of employee about appraisal system?
- Are the employee informed about the appraisal in advance?
- Are the appraiser trained to conduct the appraisal?
- How does the appraiser appraise the employee performance appraisal?
- Does the appraiser discuss with the employees about the result weakness and their strength?
- What is the impact of performance appraisal on employee motivation?

1.3) OBJECTIVE OF THE STUDY

1.3.1) General Objective

The general objective of this study is to asses the performance appraisal system in Jimma teachers training college and method of appraisal and its impact on the employer motivation.

1.3.2) Specific Objective

- To assess the role of performance appraisal in the college
- To examine the method of appraisal used by the appraisers in the college.
- To evaluate the ability of appraisers to appraise or evaluate employees performance.

- To examine the perception of employees as well as appraisers about the system of appraisal.
- To identify the techniques used by the organization to appraise employees performance
- To explore the impact of performance appraisal on employee motivation.
- To recommend solution for the problems identified.

1.4) Scope of the study

The scope of the study was limited to the assessment of performance appraisal impact on employee motivation in Jimma teachers training college. The scope of the study ranges from identifying the underlying problem of appraisal in college. Knowing the employees performance appraisal and the consequence or result of appraisal on employee motivation and suggest possible solution and recommendation. The study was conducted based on sample survey. Questionnaire was the basic source of data used by the researcher.

1.5) Significance of the Study

The study is helpful for someone to understand the problem of performance appraisal in the college and it helps to know the methods and techniques used to evaluate or appraise employee performance. The study also helps to know the criteria used by the college to appraise employees.

The study is useful for the organization for its future action. In that the organization corrects unwanted procedures that affect the process of performance appraisal as well as employee motivation.

On the other hand this study will be helpful for policy maker. Because it gives a way for decision maker and policy maker to view the organization problem and forward better policy that can control the problem.

1.6 limitation of the study

In conducting the study, the student researcher has faced many problems. Some of them are described below:

A. lack of cooperation

During the collection of data, some the employees of the college are not willing to fill the questionnaire.

B. language

The other problem the student researcher faced was: - few employee of the college doesn't know English language. The researcher was forced to ask them in the language they understand and translate the answers in to English.

CHAPTER TWO

LITERATURE REVIEW

2.1) Nature of performance appraisal

Different authors defined performance appraisal differently the meaning and understanding of the term is vary with the purpose it intends to serve and in addition to the understanding of the individuals.

According to Parasad and Banner Pea, (1985,118) performance appraisal is a systematic evaluation of employees by some other qualified person who is familiar with the employees performance. "This definition suggest individual involved in performance appraisal have the necessary training and knowledge about the characteristics of the work and the performance level of the employee. So this is good for holding the employee moral (motivation).

As defined by RaO and Nurayana 199,203 "Performance appraisal is a process of evaluating the performance and qualification of an employee in terms of requirement of job for which he/she is employed for purpose of administration including placement, selection for promotion and providing financial reward and other action which require deferential treatment among the member of the group as distinguish from action affecting all member equally." This definition indicates there is common goal to take performance appraisal.

Performance appraisal is a formal and systematic assessment made in prescribed and uniform manner in order to evaluate employees performance and then give feedback to the employee evaluated in order to improve his/her performance or continue in his/her strength (Math and Jackson 1997, (400-401).

From the definition given above performance appraisal is one of the crucial human resource activity that enables organization to

efficiently utilize their human resource efficiently. This efficient evaluation and giving feed back is used to increase employee motivation.

Performance appraisal is defined as any procedure that involves

1. Setting work standard, 2. Assessing the employees' actual performance related to those standard and 3. Providing feed back with the aim of motivating that person to eliminate that performance deficiencies to continue to perform above par no all feed back is effective in improving performance (Dessler Cole 2002 :416)

As the above definition performance appraisal is rating employee performance with pre-stated standards. Also giving feed back to motivate employee, with out motivation feedback is useless since there is a feed back that is not effective.

2.2) CRITERIA FOR A SUCCESSFUL PERFORMANCE APPRAISAL

Performance criteria are standards that are commonly used for testing or measuring performance. Criteria for evaluating job performance can be classified as trait based behavior based or result based. A trait based criteria identify a subjective characteristics such as “pleasant personality.”, “initiative” or “creatively and has a little to do with specific job (Mathis & Jackson, 1997: 251).

Behavior based criteria focus on specific behavior that lead to job success. For example a sales person who can exhibit appropriately the behavior of “verbal persuasion” has satisfied behavior based criteria. Behavioral criteria are more difficult to develop but have advantage of clearly specifying the behavior that the management wants to see.

Result based criteria look at what the employee has done or accomplished. For some jobs where measurements are easy and

appropriate, a result based criteria works very well. However that which is measurement tends to emphasized and equally important, but non-measurable part of the job may be left out (Math is & Jackson 1999: 296).

2.3) WHY Appraise the performance of employee

As indicated by Rao performance appraisal is no a useless exercise, for it provide highly useful information for making decision about various personal aspect of employees for instance merit increase or promotions. Performance appraisal determine who shall receive merit increases counsel employees on their improvement, determining training need, determining probability identifies the employees to be transferred etc.

2.4) Purpose of performance appraisal

Organization use performance appraisal in different way. But its over all purpose is to lay a bas is for making personnel related decision. The plan and method used are highly dependent upon its purpose (motivating purpose) (Megqiasm, 1981:403).

2.4.1) Administrative purpose

Appraisal is used for administrative purpose. This means that managers want to determine their employees. Performance for salary, administration, promotion, transfer, lay off, termination and to make other administrative human resource decisions.

The personnel department in an organization can also use appraisal result for human resource planning. The result helping estimating the quality and number of personnel required to replace poor performance that is expected to be field or demoted.

2.4.2) Motivation purpose

To encourage good performance, authorities forwarded that outstanding and predictive employees can be awarded. On the other hand poor performance employees have to be trained and counseled. Still other argue that employees most of the time are curious about their level of performance. They can be initiated for a higher performance if they are informed how well they are doing. An appraisal whether it used for administrative or developmental purpose or both should be capable of motivating employee of good performance or poor performance

2.5) Performance appraisal procedure (steps)

Performance appraisal in volumes three basis steps

These are 1. Define the job

2. Appraise performance of employee

3. Provide feed back

Define the Job means making sure that you and your subordinate agree on what you expect him/her to accomplish and what standard the persons performance will be appraised.

Appraising performance means comparing your subordinate actual performance means comparing your subordinate actual performance to the standard in step one this usually involve some type of rating form performance appraisal usually requires one or more feed back session during the subordinate's performance progress are discussed and during which plan are laid out for any development that is required (Dessler 1991 425)

For formal performance appraisal to be effective six steps are taken.

1. Establish performance standard for each position
2. Establish performance evaluation policies on when and how often to be evaluated.
3. Who should evaluate the criteria for evaluation and evaluation tools to be used?
4. Have raters have gathered the data on employee performance

5. Discuss the evaluation with the employee in question
6. Make decision and file the evaluation (Teshome Bekele 1995, 20 management institution).

Steps of a Performance Appraisal

Performance appraisals are regular reviews of employee performance within organizations. Performance appraisals measure an employee's performance in the past year, identifying training needs and contributing to personnel decisions such as promotions, salary increases and terminations. They also give managers an opportunity to sit down and talk with their employees.

1. Planning

- o At the beginning of every year, a manager and an employee should meet to discuss the employee's job description, responsibilities and duties. They should discuss what the employee did in the past year and what is expected in the future.

Performing

- o Once the job description and responsibilities are made clear to the employee, she sets out to achieve the goals assigned to her.

Evaluating

- o At the end of the year, the manager evaluates the subordinate's performance. The manager evaluates how well the employee met his objectives and deadlines, as well as the employee's attendance, behavior and initiative. The manager appraises the employee's performance both individually and with respect to other employees in the department. The manager's evaluation is then provided to the top management as well as the employee.

Finalization of results

- o In case of exemplary performance, the employee might be rewarded with a promotion, perks, bonuses or a raise. In case of unsatisfactory performance, the employee is reprimanded by means of demotions or even termination.

Training needs also might identified in a performance appraisal.

CHAPTER THREE

METHODOLOGY

3.3) Study design

In this study the researcher has used survey in order to conduct the study by probability sampling method.

Probability sampling methods are those in which every item in the universe has a known chance or probability of being chosen for the sample. From probability sampling the researcher will use systematic sampling. In systematic sampling, first employees are listed. Then setting the interval and taking the respondent from the total list. (**Interval= total population/number of respondent needed**)

3.4) Sampling method and sampling size

Simple random sampling is one where each item in the universe has an equal or known opportunity of being selected & random sampling is a sample selected in such away that every item in the population has on equal chance of being included.

For this research systematic sampling were used. Systematic random sampling is a short cut for random selection. It is fairly easy to do and more precise than simple random sampling.

From the total population of 182 employee 25 % (45employees) were taken as a sample. From the total 45 respondent, 35 of them are

from academic staff and 7 of them are appraiser. The rest 10 respondents are taken from administrative staff where 3 of them are appraiser and the rest 7 were employee respondent. So the researcher has distributed a questionnaire for these respondents.

3.1) Method of data collection

Method of data collection refers to the systematic way in which data is gathered from target group.

Among the different method of data collection for this research study the student researcher used primary source of data. From the different methods of collecting data questionnaire was used this is because of using questionnaire is possible for the respondents to express their feeding and valuable suggestion freely.

3.2) Method of data analysis

For the study the student researcher has used descriptive analysis. In order to further analyses the data both used quantitative method in applicable for the phenomena that cannot be expressed in terms of quantity research design to find out how people feel or what they think about particular subject or institution is an example of qualitative research.

On the other hand quantitative research concerned with quantity phenomena. This is based on measurement of quantity or measurement of amount. It is simply anything that is measured in magnitude or number. It describes the exact quantity or unit.

CHAPTER FOUR

4. ANALYSIS AND INTERPRETATION OF DATA.

In this chapter the characteristics of the sample population and presentation of data collected by means of questionnaire is analyzed and interpreted.

4.1 Sample Characteristics of the Population

The total population of the college is 182. Out of this 86 are academic staff and 83 of them male and the rest (3) are female. From the total population (182) administration staff accounts 96 where 51 are male and 45 of them are female. The research took total of 45 persons (25%) from these selected respondents 35 of them are from academic staff and 10 from administrative because at percent performance appraisal is only taken for instructor. So taking much sample from non-appraised population may not have much benefit.

All questionnaire distributed to these parties are answered.

PART ONE

Table1. Data presentation of respondents' sex

<i>Respondents' sex</i>	<i>Number of respondents</i>	<i>Percentage</i>
Male	29	83.33
Female	6	16.77
Total	35	100

Compiled from the questionnaire

As the above table indicates from the respondents 83.33% (29) and 6.77 (6) are male and female respectively. This indicates that the number of female in the college is not much.

Table2. Data presentation of the respondents educational level.

<i>Educational Level</i>	<i>Number of respondents</i>	<i>percentage</i>
Grade 1 -8 respondent	0	0
Grade 9 -12 respondent	0	0
Grade 12 + 1 respondent	1	2.86
Grade 12 + 2 respondent	1	2.86
Grade 12 + 3 respondent	1	2.86
Degree respondent	18	51.42
Masters respondent	14	40
Others respondent	-	-
Total	35	100

Compiled from questionnaire

Table 2 indicates that 2.86% (1) respondents was grade 12+1, 2.86% (1) was grade 12+2, 2.86% (1) was grade 12+3, 51.42% (18) degree and 40% (14) respondents are master holder. From this about 8.58% (3) respondent are below first degree. Generally the organization medium in educational status of its employee since 50% are degree and 40% of them are master.

Table3. Job relatedness of the evaluation

<i>What is your perception about employees job relatedness evaluation?</i>	<i>Number of respondents</i>	<i>percentage</i>
Very high	7	20
High	12	34.29
Low	15	42.85

Very low	1	2.85
Total	35	100

Compiled from questionnaire

As indicated in table 3, job relatedness of evaluation of performance appraisal 20% (7) responds very high, 34.29% (12) responds high, 42.85% (15) responds low and 2.85 (1) give response very low. Most of the employees (42.85%) respond low. This indicates that there is problem with evaluation system. The evaluation may not much relate to job. On the other hand 20% and 34.29% say (respond) very high and high. If we add the result of very high and high response become 54.29%. So about 54% of the employees believe that the evaluation is highly related to job rather than another issue.

Table4. Fairness of evaluation

<i>Does employee evaluation is fair in the college?</i>	<i>Number of respondents</i>	<i>percent</i>
Yes	17	48.5
No	12	34.285
I do not know	6	17.143
Total	35	100

Compiled from questionnaire

The table above indicates 48% (17) respond yes, 34.285% (12) respond no and 17.143% (6) respondents were responded I do not know.

Table5. Employees' trust and confidence about appraisal performance

<i>What is your perception about employees trust and confidence in the appraisers' performance?</i>	<i>Number of respondents</i>	<i>Percent</i>
High	4	11.43
Medium	16	45.71
Low	11	31.43

Very low	4	11.43
Total	35	100

Compiled from questionnaire

Employee trust and confidence is 11.43% (4) high and very on appraisers performance. About 45.7 (16) medium, 31.43 (11) employee have low perception about appraisers performance means the employee did not have trust on employers evaluations. If the employee have no trust and confidence it is difficult to bring motivation.

Table6. Appraiser's discussion about employee evaluation result

No	List of question	Response	Number of respondents	Percentage
1	Does the employee discuss with appraiser about the result of performance appraisal	Yes	16	45.71
		No	19	54.29
		Total	35	100
2	How much the discussion is conducted after each evaluation	Always	1	2.85
		Sometimes	23	65.71
		With employee complain	5	14.28
		No discussion	7	21.05
		Total	35	100
3	Does the discussion have impact on employee motivation	Yes	17	48.38
		No	18	51.43
		Total	35	100
4	What is the impact of discussing the result	Positive	19	54.28
		Negative	10	28.57
		Both	5	14.89
		Difficult to predict	1	2.85
		Total	35	100

Compiled from questionnaire

Table8 number one, about discussion of performance appraisal result 45.7% (16) answer yes, 54.29 answer No. this implies there no discussion after every appraisal process.

On the second part (No 2) about the rate of discussion 2.85(1) Always, 65.71(23) sometimes, 14.89(5) with employee complain and 20.5(7) no discussion answers are given.

Part three (No3) about the impact of discussion on motivation 48.38 responds yes, 51.43, responds No on the last session about the kind of the impact 54 %(19) positive, 28.57(10). Negative, 14.89(5) both, 2.85(1) difficult to predict responses are given. When seen No (2)discussion in held sometime no to always. For the question does the discussion have impact or employee motivation? Almost 50%to50% and the impact is 54.28(19) positive impact 28%(10)negative and 14%(5) Both negative and positive impact on employee motivation.

So to improve employee motivation the organization have to take immediate discussion after every appraisal process.

Table7. would the employee receive the result of their performance

<i>Would the employee receive the result of their performance?</i>	<i>No of respondent</i>	<i>Percentage</i>
Yes	23	65.71
No	7	20
Not sure	5	14.285
Total	35	100

Compiled from questionnaire

Table8. Effect of receiving the result of performance on motivation

<i>How does receiving the result of performance have effect on employee motivation?</i>	<i>Number of respondent</i>	<i>percentage</i>
Increases the confidence of good performing employee	13	37.14
Poor performing employee can learn from other good performing	1	2.85

employee		
Increases trust between the college and the employee	7	20
Helps employee to know their weakness and strength and to correct them	14	40
Total	35	100

Compiled from questionnaire

As in table 9 about whether the employees receive or the result of appraisal or not:

65.71 (23) response were yes,

20 %(7) response were no and 14.28(5) is Not sure.

On the second part of the table (9.1) effect of receiving the result:- 37.14%(15) respond receiving the result of performance appraisal would increase confidence of good performing employee can learn from other good performing employee. Only one employee (2.85)% respond poor performing employee can learn from other good performing employee. 20%(7) employee says receiving the result of one own incase trust and confidence between the organization and employee. Lastly 40% (14) employee responds, it helps employee to know their weakness and strength. So this answer stands first and increase confidence of good performing employee (37.14%) come on the second step. The other benefit is increase confidence of between organization and employee.

These three responses have good for employee motivation if the appraisal was taken correctly and the result is distributed immediately.

Table :- 9 Data analysis about PA result and motivation

Which kind of performance appraisal result motivates you?	Respondent no	Percentage
Positive Because it - Increase my	14	40

confidence - Means of relegation	5	14.29
Negative Because it -indicate my inefficiently	16	45.7
Total	35	100
From the result of performance appraisal which one of the following motivate you		
Salary increment	9	25.7
Promotion	19	54.3
Acceptance	7	20
Demotion	0	0
Salary decrement	0	0
Total	35	100

Source: - Compiled from questionnaire

As indicated in the above table employees are motivated by positive result. About 14(40%) of employee responded positive:- because it increase my confidence in my performance and about 5(14.29%) give a response of positive because it is a means of recognition. Collectively 19(54.29%) reflects that they are motivated if the result of performance appraisal is positive.

On the other hand 16(45.71%) respond negative because they say it indicates my in efficiency. So from this the researcher concluded that negative result is needed to motivate employee by indicating their in efficiency and giving advice to correct their in efficiency. Even it obvious that positive result is an engine for motivation but also negative result is a few for future improvement of employee performance. After all appraiser should have to give due consideration while appraising and demining the result means that both negative and positive result have its own impact for motivation of workers.

Table10. Necessity of performance appraisal

Performance appraisal is necessary when	No of respondent	Percentage (%)
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Employee performance is efficient	10	28.57
Employee are performing in poor performance	25	71.43
Total	35	100

Source-compiled from questionnaire

As indicated in the table to about 10(28.57%) of respondent said performance appraisal is necessary when employee performances efficient. The result 25(71.43%) respondent said that performance appraisal is necessary when employee are performing in poor performance.

According to the respondents response performance evaluation is more necessary for poor performing employee. This may use full for the organization an employee to have better working environment by correcting inefficiently performing employee. While the performance is efficient (good) may create better environment for promotion and related activates. So both of them are necessary depending on the situation and intension of the organization.

Here is as session for analysis of open-ended question.

- The respondents are requested in the questionnaire to respond what motivate them specifically.
- In this part of open ended question every employee i.e. respondent forwards their answers or feeling freely.

Are there other comments you could make that would help you (and maybe others) to more clearly understand what motivates you? Please take a moment to consider this question and describe any answers below.

For the above question most of the respondent give answer that performance appraisal is better, if it is based on individual work than subjectivity it can motivate me if it indicate my efficiency and inefficiency to maintain it in the future. Also the evaluation should be according to our (My) success and fail or on job. The one that identify standards of employee's to increase competition. Most of the respondents give these and related answer about what motivates them.

The second portion of answer is related with getting benefit (financial benefit). (Financial benefit). Some of the answers (responses) are described below salary increment, if possible well life standards at school, home, house allowance and insurance are the second most dominant section of answer. Also some respondents said that they are motivated if and only if the result is used for promotion, salary increment, reward punishment or related thing. E.g. rewarding or promoting good performing employee and giving recognition for the employee that works in excellent manner. Unless there is no motivation according to the respondent's answer.

The third type of answer given about what motivate you? Is that some other employee (respondent) said that I am motivated if I get opportunity for further education for my professional development.

This part of response is good for long term employee motivation. If employees get further educational opportunity they become stable because if they are highly qualified, their salaries increase. So this idea can support the previous ideas indirectly.

Generally most of the respondent feeling is toward positive result. For this reason the organization have to give great attention for good performing employee. Because some respondent says that the result should have to be used to make difference between employees to have motivation.

If there is recognition for good performing, the poor performing employees strives to accomplish their job according to the employee recognized or promoted.

This can increase computation between them and this lead to increase efficiency of employee and organization as well. So the organization has to think critically, since it is an engine for motivation.

What is your suggestion about employees' performance evaluation fairness and effects on employee motivation?

The second part of the open ended question asks the respondent to suggest their idea about the employee's performance evaluation fairness and its effect on motivation.

For this question some of the respondent said that the evaluation is fair but some time it does not bring any effect. If the evaluation brings something new for persons life there is motivation and competition among employee. On the other hand unfairness in evaluation has demoralization affect that decrease efficiency and effectiveness. But, fair evaluation lead to higher motivation even if the result is negative or positive.

The other category of the respondents answers are described below.

- Fair when it is appropriate evaluation techniques and measurement criteria are set.
- Continuous evaluated and if its result is seen it is motivating. Unless discourage employee.
- Fair evaluation lead to high performance result.
- The third categories of the respondent said that the evaluation is not fair because

50% of the evaluation for academic staff is taken by student. The students do not rate correctly, because of the student merge the efficiency of their teacher with the grade they gate in the course that specific teachers teach. Some time the evaluators are biased on social life and halo effect by appraiser. Additionally:

- There is no clear performance evaluation criteria.
- The result is not used for further activity

PART TWO

DATA PRESENTATION ABOUT APPRAISERS

Table 2.1 Data presentation of appraiser sex and educational level

No	<i>Sex and educational level of appraiser</i>		<i>Number of appraiser</i>	<i>Percentage</i>
1	Appraise sex	Male	8	80 %
		Female	2	20%
	Total		10	100%
2	Educational level	Diploma	2	20%
		Degree	3	30%
		Master	5	50%
		PHD	0	0
	Total		10	100%

Source: compiled from questionnaire

As indicated in table 2.1 of section one 80 %(8) appraisers and 20% (2) appraisers were male and female respectively. The number of male appraiser is greater than female appraiser.

This may indicate there is a bias in selecting appraisers. If so it may have a negative effect on motivation.

The second part of the table describes about the educational level of appraiser. About 20 %(2) Diploma 30% (3) degree and 50 %(5) master appraiser are available in the collage per the respondent. Half of the appraisers are master holder, this can lead to get good performance evaluation result. But this does not mean all master holders are experienced in the appraising.

Table 2.2 training aspect of appraiser

<i>No</i>	<i>questions</i>	<i>Response</i>	<i>No</i>	<i>percentage</i>
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1	Are you trained to perform employee performance appraisal	Yes	8	80%
		No	2	20%
Total			10	100%
2	Do you think that training is mandatory	Yes	8	80%
		No	2	20%
Total			10	100%

Source: compiled from questionnaire

As the first section of table 2.2 80 %(8) appraisers are trained and the rest are not. On the 2nd (second) part of the table 80%(8) of the appraisers assume that training is mandatory and the rest are not from the above tow ideas one can conclude that the college assign appraisers without training how to rate.

Table 2.3 evaluation way or bases for evaluation

No	How do you appraise employee performance		Number of appraisers	Percentage
	Based on what I have recorder		3	30%
	Based on what I have observed		3	30%
	Both		4	40%
	Total		10	100%
2	On what aspect do you give more attention			
	- on employee trait		1	10%
	- On employee job result		3	30%
	On both		6	60%
	Total		10	100%
3	Do you consider the previous performance result	Yes	8	80%
		No	2	20%
Total			10	100%

Source: compiled from questionnaire

As in table 2.3 section one 30% (3) of appraisers evaluate based what they have recorded, 30%(3) based on what they have observed and the rest 40%(4) on both criteria.

As in section two of table 2.3 only 10%(1) appraiser give attention to employee trait, 30%(3) on employee job, result and 60%(6) on both while rating performance of employee.

As indicated in section three 80% (8) appraise take previous performance result, but the rest are not.

The first idea (means) of appraisal is good because it makes the employee better in the future. It is also good for the college to assess employee's performance improvement for promotion, demotion, salary increment/decrement and related issue. If it has done accordingly it made comfortable environment.

The second idea (means) of appraisal is completely different that 20 %(2) of appraiser does not consider previous performance result. These two ways of appraisal are conflicting. Since there is not the same way of appraisal system there may be a barrier on the result and motivation.

Because all employee were not rated in the same way based on their post performance

Here analysis of open ended question

How you consider the impact of performance appraisal on employee motivation?

Performance appraisers are asked to respond about how they consider the impact of performance appraisal result on employee motivation.

Some of the appraised said that it is good motivating the employee because the employee tries to identity/differentiate/ between their strength and weaknesses and start to act upon their weakness. Good performing can also continue on their strength.

Some other appraiser said that, the result has either positive or negative effect on motivation based on personal activity and way of life. This means the outcome is determined by the employee's perception.

The other response was, most of the time performance appraisal has positive result. When good performing employees were promoted awarded and beneficial from his/her result unless it has negative impact.

The second question asked was.

Write the type of appraisal system that use in the college?

The responses are:-

Due to the new BPR system implemented performance of employee of administrative staff did not implemented but, it is expected that the new result based performance appraisal system will be implemented.

Academic staff employee (teacher Dare appraised by student, peer, and stream head. The evaluation taken by those parties attention were given to job result, characteristics and quality of a person that distinguish him and or his job. The evaluation also taken by observation, and looking workers motivation for work. Generally the evolution of academic staff is 50% by student and the rest 50% by peer, stream head or others.

Conclusion

Performance appraisal is one of the crucial human resource activities that enables organization to utilizes their human resource efficiently and effectively. It is also one of the basic engine of motivation if done correctly. In order to know the result of performance appraisal impact on employee motivation and way of appraisal in the collage the student researcher has conducted his study in Jimma teachers training college.

To conduct the research in the college the student researcher used sample survey by simple random sampling.

To analyses the data which was collected from respondent of the college descriptive data analysis by using tabulation.

This research is conducted by distributing questionnaire to academic and administrative employee. But most of respondents are academic employee this is because of performance appraisal is take only for instructor. According to the response obtained from the questionnaire, 83%(29) of respondents are male and the rest are female.

When their educational level is seen about half (51%) of their pendent are degree and followed by masters (40%) Few of them are diploma and lower.

To achieve its objective performance evaluation should have standard set before and the evaluation must be job related. As per the respondent answer the criteria of evaluation, relatedness to job is low (42%) and followed by highly related (52%). If the average is taken it is moderate

Having fair evolution is very important for any organization to keep employee morale and motivation stable. It is also important to knew the performance of the employee. According to the response given half (48%) of the respondent said that the evaluation is fair, (34%) not air and (17%) of the respondent have given a response, I don't know.

The employees trust and confidence was medium followed by low as per the questionnaire.

For the question how much discussion is conducted after each evolution there respondent give a response that says same time and with employee complain. Unless there is no discussion regularly taken.

About the impact of the discussion on employee motivation was 50% yes add 50% No But, the impact is positive because the good performing continue in his/her efficient. Whereas poor performing employee strives to correct his/her wrong doings.

About the result and its impact on motivation most of the employee given a response that is related with positive result means they were

motivated with positive result. Their main reasons are it is a means of recognition, promotion, salary and related issue are mentioned.

When come to appraises most of them are male and degree level. They have taken training to appraise employee when they were appraise, they have considered previous employee performance results. The appraises use the information they record and observed on job. Employees are also appraised by student if he/she were instructor. Generally the performance evaluation in the college is not bad, not best. There are some things that are needed to be corrected.

Recommendation

The performance appraisal in Jimma Teachers Training College was made for only for Academic staff (Instructor).

From the response obtained from instructor respondent the performance in the college have some problem. The evaluation is not related to job and the appraisal is not fair. The appraiser does not discuss the result with employee. 50% of the appraisal was taken by student for the instructor. For this and related problem the employee were not motivated.

The problem raised by respondent the student researcher recommended to motivate employee and to have comfortable working environment.

- The college should have or use uniform criteria of appraisal for fair evaluation
- The appraiser should has to discuss the strength and weakness after every evaluation with appraised employee.
- The appraiser should have to take training
- The college should have to provide further educational opportunity for younger employee.
- The college also have to promotes give incentives and related things for highly efficient employee.
- Giving the student some general concept and use of performance appraisal for employee, for college and for student 9themselves).

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APPENDIXES I

University

College of Business and Economics

Department of

Business administration and Jimma information system

The following questioner will be filled by the employee of Jimma teacher training college by using tick mark or using the space provided

1. Sex Male ☐ Female ☐

2. Level of education

Grade 1-8 ☐ Grade 9-12 ☐ Grade 12+1 ☐

Grade 12+2 ☐ Grade 12+3 ☐ Degree ☐

☐ Master

other _____

3. What is your perception about employees' job relatedness evaluation?

Very high ☐ low ☐ no relation ☐

High ☐ very low ☐

4. Does employee evaluation is fair in this college?

Yes ☐ No ☐ I don't know ☐

5. What is your perception about employees trust and confidence in the appraiser performance?

High ☐ low ☐

Medium ☐ very low ☐

6. Does the appraiser discusses with the employees about employees evaluation result weakness and appreciate strength

Yes ☐ No ☐

7. If yes, how many times the discussion is conducted after every evaluation?

Always ☐ sometimes ☐ no discussion ☐

When employee present their complain ☐

7.1 does the discussion have impact on employee motivation?

Yes ☐ No ☐

7.1.1 If, question Number 7.1 is yes, what is the impact?

Positive difficult to predict

Negative both

8. Would the employee receive the result of their performance?

Yes ☐ No ☐ I'm not sure ☐

9. How does receiving the result of performance appraisal have effect on employee motivation?

A, increases the confidence of good performing employee.

B, poor performing employee can learn from other good performing employee.

C, increases trust between the college and the employee.

D, helps the employee to know their strength and weakness and correct them in the future.

E, others

10. Which kind of performance appraisal result motivates you?

Positive one:

A, because, it increases my confidence.

B, it is means of recognition

C, others _____

Negative one:

A, because indicate my inefficiency.

B, demoralization is the beginning of
Moralization.

C, others_____

11. From the result of performance appraisal which one motivate you?

Salary increment	☐	acceptance	☐
Promotion	☐	Demotion	☐
Salary decrement	☐		

12.1 Are there other comments you could make that would help you (and maybe others) to more clearly understand what motivates you? Please take a moment to consider this question and describe any answers

below. _____

12. Performance appraisal is necessary for motivation:

A, when employees are performance is efficient.

B, when employees are performing in poor performance.

C, other cases_____.

13. What is your suggestion about employees' performance evaluation fairness and effects on employee motivation

THANK YOU FOR YOUR CO-OPRATION.

Jimma University

College of Business and Economics

Department of

Business administration and information system

*The following questionnaire filled by employee performance
appraiser of Jimma teachers training college.*

1. Level of education

Diploma ☐ Master ☐

Degree ☐ PhD ☐

2. Sex Male ☐ Female ☐

3. Are you trained to perform employee performance appraisal

Yes ☐ No ☐

4. Do you think that training is mandatory?

Yes ☐ No ☐

5. How do you appraise employee performance

-Based on what I have recorded about employee performance ☐

-Based on what I have recorded and observed ☐

-both ☐

6. On what aspect do you give more attention?

- On employee trait

- On employee job result

- Both on trait and job result

- others ☐

7. Do you consider previous performance evaluation?

Yes ☐ No ☐

8. How you consider the impact of performance appraisal on employee motivation _____

9. Write the type of appraisal system that use in the college

THANK YOU FOR YOUR CO-OPRATION