

Perception of Employees towards Performance Appraisal Practice and Associated Factors: The Case of Governmental Health Facilities Mekelle, Southern Tigray, Ethiopia, 2018.



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Abstract

Background: Performance appraisal is an important management tool for measuring employee job performance, clarifying personnel decisions such as promotion, demotion, or retention, as well as helping develop employee capacity through providing feedback or training, a positive perception of employees towards performance appraisal will create a positive working environment in the organization, while a negative perception of employees will affect the health facility performance.

Objective: The objective of the study was to assess perception of employees towards performance appraisal practice and associated factors at Mekelle governmental health institutions, Tigray, Ethiopia.

Methods: Institutional based cross-sectional study design was used and data was collected through self-administered questionnaire distributed to a sample of 252 employees of Mekelle governmental health facilities, Tigray, Ethiopia, 2018. Simple random sampling technique has been employed to select the respondents, among these 244 were returned, which, representing 96.8% response rate. Data was analyzed using statistical package for social science (SPSS version 25) linear regression analysis were employed to analyze the data.

Result: The descriptive finding of the study shows that the general employees had bad perception towards the existing performance appraisal practice. Whereas the findings of linear regression analysis indicate that there is positive and significant relationship between employee's perception with feedback (Adjusted $R^2= 0.335$, $\beta = 56.9$, $P<.001$.), Perception of employees and participation of employees (Adjusted $R^2= 0.093$, $\beta = 0.310$, $P<.001$), Negative and significant relation between perception of employee's and criteria used for evaluation appropriateness (Adjusted $R^2= 0.031$, $\beta = -0.212$, $P<.005$).

Conclusion and recommendation: On the basis of the findings, appropriate recommendations laterally needs an amendment of the existing performance appraisal methods, training should be given to rater and ratee on the purposes as well as how criteria used for evaluate and participation of employee's in formulation and design of form used to evaluating their performance.

Keywords: Performance Appraisal, Perception, Human Resource.

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Abbreviations

CI	Confidence interval
CA	Cronbach alpha
Com	Communalities
EV	Eigenvalue
GHI	Governmental Health Institutions
HRH	Human resource for health
HR	Human Resource
HRM	Human Resource Management
KMO	Kaiser-Meyer-Olkin
MBO	Management by objective
MGIH	Mekelle Governmental Health Institutions
PA	Performance Appraisal
PCA	Principal Component analysis
Ph.D.	Doctor of philosophy
PV	Percentage of variance
R	the R-value indicates strength and direction (\pm) of the correlation
Sig	Significance
SPSS	Satirical package e for Social Science
SD	Standard deviation
TRHB	Tigray Regional Health Bureau

Chapter One: Introduction

1.1. Background

Performance appraisal is an important management tool for measuring employee job performance, clarifying personnel decisions such as promotion, demotion, or retention, as well as helping develop employee capacity through providing feedback or training. It also contributes to advancing supervisor–employee understanding and reinforces organizational values (1). An organization's success or failure is highly determined by effective and efficient utilization of resources, such as human, material, financial, and information resources. Among these four resources, the human resource is the most important part and crucial of all resources for the survival of an organization or business firms. The degree of human resource contribution should be evaluating in the development of the organization or business firm, and is called Performance Appraisal (PA). Performance management is an ongoing process that identifies measures, manages, and develops the performance of people in the organization. It is designed to improve worker performance over time. Performance appraisal is the part of the performance management process that identifies, measures, and evaluates the employee's performance, and then discusses that performance with the employee (2).

One of the most important and difficult part of managing the human resource is to identify the performers out of non-performers and create an environment in which the performers are rewarded and motivated to perform even better while the non-performers are identified (3).

Jacobs, described performance appraisal as a systematic attempt to distinguish the more efficient workers from the less efficient workers and to discriminate among strength and weaknesses an individual has across many job elements. The direct supervisor of the ratee normally does these measurements and can serve help the organization in making several decisions regarding employee selection, disciplinary action, development /feedback, promotion, training/ supervision, succession and personnel planning,(4). Roberts, instead concludes that effective feedback is timely, specific, and behavioral in nature and presented by a credible source (5).

Performance appraisal is synonymous with phrases such as performance review, performance evaluation, performance assessment, performance measurement, employee evaluation, personnel review, staff assessment and service rating; at times these phrases are interchangeably use (6).

Performance Appraisal activities has a significant impact on the employees' perception which may influence the behavior in terms of performance of the employees and so for it may affect the performance of the organization (7). Employees' perception about the performance appraisal results can be beneficial depending on a number of factors, which may include employees' attitudes, personality, motives, interest, past experiences and their expectations from organization (8). A good perception will create a positive working environment in the organization, while a negative perception will affect the company performance. These perceptions depend on the manager or supervisor's actions and behaviors toward the employee. If performance appraisals are perceived as unfair, therefore, the benefits can diminish rather than enhance employee's positive attitudes and performance (9). different organizational members have different experiences and perceptions regarding appraisal systems and that carefully studying the differences will elicit a greater understanding and appreciation of appraisal systems(10). Also asserted that it is important for managers and leaders to pay attention to employees' perceptions of fairness in the organization's performance appraisal system. When managers and leaders understand employees' perceptions, they are better able to design, implement, and manage a performance appraisal system that aligns with the expectations of employers and employees(10).

1.2. Statement of the Problem

Performance appraisal offers a good opportunity to formally recognize employees' achievements and contributions to the organization, and to confirm that a strong relation is established and maintained between performance and reward. Thus, one of the key objectives of performance appraisal is to reward performance and address weaknesses. In other words, it provides valuable feedback and instruction to employees and gives managers and supervisors a useful framework from which to assess the employees' staff performances. In comparison with the numerous benefits attained from implementing performance appraisal system, as research findings, many scholars indicated that, performance appraisal practice generally suffer from so many problems in relation to the subjective nature of the performance appraisal criteria, the irrelevant of the criteria used to appraise the performance of the employees like: shortage of skills and knowledge of the raters, the subjectivity, favoritism and bias of the raters, lack of continuous documentation and inability to provide on time feedback are some of the problems most employees raise. As a result, employees' perception towards the PA system is adversely affected and they express dissatisfaction about the implementation of PA practice(11).

Facteau and Craig, observe that a number of studies conducted over the years indicate that supervisory ratings are often affected by a host of problems including halo effect (is bias refers to a tendency form people to form a generalized positive impression of an employee, and rate the employee highly on all rating criteria even if the employee really doesn't deserve a high rating for everyone.), leniency(Leniency error is a rater's bias that occurs because of the rater rating an individual too positively), intentional manipulations, race, gender and age biases. Thus, for appraisal to be effective and ethically based, the above errors should be avoided by raters. More so, appraisal system should be open and not confidential so that employees can have feedback on their performance ratings as well as their strengths and weaknesses. In addition, they observed that the most important challenge faced by the organization is employee perception about the process fairness. Armstrong also observed the same and says that if the process of performance appraisal is not fair this can become a source of extreme dissatisfaction (12).

It is also critical for senior and middle management to be aware of how the staff perceives the performance appraisal system(13).

An unfair practice or one that is thought to be unfair will usually have a negative effect on employee attitude and perception often towards that which is being measured and towards those tasked to do the measuring. In most cases, organizations focus on output, general performance, efficiency, and organizational profit above all other objectives. Also common is the linking of most human resource functions with performance appraisal (13).

None of these studies focused on employee perception towards performances appraisal practice in the governmental health facilities and more specifically at the health care workers. Therefore, this study was seeking to study the employee perception of performance appraisal practice. It seeks answers to the following objectives: To assess the perception of employees on performance appraisal process and associated factors.

1.3. Significance of the Study

Performance appraisal has become a very vital HR instrument owing to its massive contribution to organizations today. Therefore, there is important to study the regular measures to evaluate the performance of the employee to retain, recognize, reward, transfer and promote, which is very diverse practices in the health institutions. Moreover, the results of the study help to improve employees job performance, encourages to seek clarification on job duties and organizational goals, extend their attitude, capacity, placement, enables selection for reward and promotion of the best employee.

The study helps the management to make better decisions about performance appraisal process and to design processes that will enhance performance of employee's as well as performance of the institution. The research also needs to identify positive and negative effects of employees' perception of performance appraisal processes. The findings will be useful to policy makers and practitioners in establishing how employee perception may affect successful implementation of the performance appraisal process. The study may also add to the current body of knowledge by stimulating new areas for further research through the findings and subsequent recommendation. The policy makers could use the results of the study to identify and bridge up gaps in the existing performance appraisal. This would help in improving the performance of employees and motivate them. Additionally, the study also helps researchers in provision of information as secondary data for future use in the academic arena.

Chapter Two: literature Review

2.1. The Concept of Performance Appraisal

Before defining performance appraisal one has to know what Performance management is, therefore according to Armstrong(14), Performance management is a systematic process for improving organizational performance by developing the performance of individuals and teams. It is a means of getting better results by understanding and managing performance within an agreed framework of planned goals, standards and competency requirements. Performance management is concerned with: aligning individual objectives to organizational objectives and encouraging individuals to uphold corporate core values; enabling expectations to be defined and agreed in terms of role responsibilities and accountabilities (expected to do), skills (expected to have) and behaviors (expected to be); providing opportunities for individuals to identify their own goals and develop their skills and competencies(14).

Different authors defined performance appraisal in different times in different ways. Some are; Performance appraisal is the process of evaluating how well employees perform their jobs when compared to a set of standards, and then communicating that information to those employees(15). Performance appraisal is the systematic evaluation of individual with respect to his/her performance on the job and his/her potential for development(16).

As defined by Aguinis(17): Performance management is a continuous process of identifying, measuring, and developing the performance of individuals and teams and aligning performance with the strategic goals of the organization. Let us consider each of the definition's two main components:

1. Continuous process. Performance management is ongoing. It involves a never-ending process of setting goals and objectives, observing performance, and giving and receiving ongoing coaching and feedback.
2. Alignment with strategic goals. Performance management requires that managers ensure that employees' activities and outputs are congruent with the organization's goals and, consequently, help the organization gain a competitive advantage. Performance management therefore creates a direct link between employee performance and organizational goals and makes the employees' contribution to the organization explicit. The information collected by a performance management system is most frequently use for salary administration, performance feedback, and the identification of employee strengths and weaknesses. In general, however, performance

management systems can serve the following six purposes: strategic, administrative, informational, developmental, organizational maintenance, and documentation purposes. Let us consider each of these purposes in turn. The five elements are agreement, measurement, feedback, positive reinforcement and dialogue.

2.2. Purposes of Performance Appraisal

Aguinis(17) has indicated the following six purposes of Performance Management.

Strategic: performance management systems are to help top management achieve strategic business objectives. By linking the organization's goals with individual goals, the performance management system reinforces behaviors consistent with the attainment of organizational goals.

Administrative: A second function of performance management systems is to furnish valid and useful information for making administrative decisions about employees. Such administrative decisions include salary adjustments, promotions, employee retention or termination, recognition of superior individual performance, identification of poor performers, layoffs, and merit increases.

Information: Performance management systems serve as an important communication device. First, they inform employees about how they are doing and provide them with information on specific areas that may need improvement. Second, related to the strategic purpose, they provide information regarding the organizations' and the supervisor's expectations and what aspects of work the supervisor believes are most important.

Developmental: As noted earlier, feedback is an important component of a well-implemented performance management system. This feedback can be used in a developmental manner. Managers can use feedback to coach employees and improve performance on an ongoing basis.

Organizational maintenance: to provide information to be use in workforce planning. Workforce planning comprises a set of systems that allows organizations to anticipate and respond to needs emerging within and outside the organization, to determine priorities, and to allocate human resources where they can do the most good.

Documentation: Finally, performance management systems allow organizations to collect useful information that can be used for several documentation purposes. First, performance data can be used to validate newly proposed selection instruments(17). According the study conducted in Ethiopia 42 (60.0%) teachers and 28 (93.7%) students agreed that one of the purposes of teachers PA was to improve quality of education(18). Other studies conducted by Endale Berhanu Assessment of Teachers' Performance Appraisal in Secondary Schools of Wolaita Zone, South

Ethiopia the purpose of teachers' performance appraisal was for promotion (career structure), for salary increment and to provide further education were rated high with the weighted mean values 3.89, 3.96 and 3.57 respectively. Moreover, the purpose of teachers PA identifying training needs, improving school performance, enhancing the quality of teaching and learning process and motivating teachers on their job were rated moderate(undecided) with the weighted mean values 3.19, 3.21,3.34 and 3.21 respectively(19).

2.3. Performance Appraisal Practice

Aguinis,(17) indicated that performance appraisal practice usually include measures both behaviors (what an employee does) and results (the outcomes of an employee's behavior). In order to realize the purpose of performance appraisal, organizations should carefully design appraisal practice and implement accordingly.

2.4. Performance Appraisal process

According to Gomez-Mejia,(20). The first step in the performance appraisal process is identifying what is to be measured. This process seems fairly simple at first glance. In practice, however, it can be quite complicated. Identification of performance dimensions is the important first step in the appraisal process. If a significant dimension is missed, employee morale is likely to suffer because employee who do well on that dimension is missed, employee will not be recognized or rewarded. If an irrelevant or trivial dimension is included, employees may perceive he whole appraisal process as meaningless.

The Second step in performance appraisal process is measuring employees' performance. Measuring employee performance involves a number to reflect an employee's performance on the identified characteristics or dimensions. Technically numbers are not mandatory. Label such as "Excellent", "Good", "average" and "Poor might be used instead.

The third step in performance appraisal is managing performance. The effective management of human performance in organizations requires more than formal reporting and annual rating. A complete appraisal process includes informal day-to-day interaction between managers and workers as well as formal face-to-face interviews. Although the ratings themselves are important, even more critical is what managers do with them(20).

2.5 Effectiveness of PA systems

To meet the vision, mission, objective, goals and targets of an organization or an institution, everyone should set clear and precise methods of PA system objectivity. If so, effective output of PA system leads an organization to prosper specially, in the environment where formal learning and other similar activities are held. Because of, every employee's awareness leads to set and control how to implement effective PA system.

An effective PA system has about five main characteristics(21).

Validity: Comes from capturing multiple dimensions of person' job performance.

Reliability: comes from capturing evaluation from multiple sources and at different times over the course of the evaluation period.

Responsiveness: allows the person being evaluated some input in to the final outcome.

Flexibility: it opens to modification based on new information such as federal requirements.

Equitableness: results in fair evaluations against established performance criteria, regardless of individual differences(21).

Again, clear and very important statements, about the effectiveness of PA system are expressed by Mathis and Jackson, As follows. An understanding what an appraisal is supposed to do is very critical whichever of the method is used. It usually works if PA is used to develop employees as a source. When management uses appraisal as a punishment or when raters fail to understand its limitations is fails. What and whichever the appraisal method are used, the main point is that managers and employees must understand the purposes of PA system. So, consistent with the strategic mission of the organization, useful as an administrative tool, legal as development tool, as documentation of employees" performance are points of chances to be obtained if and only if PA is practiced properly.

2.6. Time to Conduct Performance Appraisal

In any administration activity of an organization, PA also has its own time to be conducted. Performance appraisal is a continuous process whereby a rater will judge and evaluate their rateses. Although raters review performance after three, six, nine months or at the end of the year, rateses are still being observed consistently(22).

According to study conducted in Pakistan, the frequency of appraisal suggested that yearly appraisal is more evident in organizations. 19% respondents revealed that their performance is appraised monthly, 28% respondents suggested that their performance is appraised quarterly.

There have been 21% respondents who suggested that semiannually performance appraisal is conducted by organizations whereas 32% respondents revealed that yearly performance appraisal is followed in their organizations(22). When asked about performance appraisal mode, 11% respondents suggested that feedback mechanism is used to appraise performance. 40% respondents pointed out written statement method, 28% pointed out at ranking method and rest of the respondents highlighted face-to-face discussions for appraisal(22).

2.7. Who Should Do the Appraisal?

Previously most organization were doing performance appraisal by a single person. Now a day given the complexity of today's jobs, it is often unrealistic to presume that one person can fully observe and evaluate an employee's performance. The raters may include supervisors, peers, team members, self, subordinates, and customers(11).

2.8. Criteria of Performance Appraisal

According to Armstrong,(14). The criteria for reviewing performance should be balanced between Achievements in relation to objectives; the level of knowledge and skills possessed and applied (competences or technical competencies); behavior in the job as it affects performance (competencies); the degree to which behavior upholds the core values of the organization; day-today effectiveness.

As Mathis and Jackson, stressed, performance criteria are standards commonly used for testing or measuring performances. Criteria for evaluating job performances can be classified as trait-based, behavioral based, or results based. Trait based criterion: identifies a subjective Character trait such as "pleasant personality", "initiative," or "creativity and has little to do with the specific job. Such traits tend to be ambiguous, and courts have held that evaluation based on traits such as "adaptability" and general demeanor" are two vague to use as the basis for performance-based HR decisions. Behavior-based criterion: focus on specific behaviors that lead to job success. Results-based criterion: look at what the employee has done or accomplished. For some jobs where measurement is easy and appropriate, a result-based approach works very well. Generally, criteria are relevant when they measure employees on the most important aspects of their jobs. However, there are also problems with these criteria. Mathis and Jackson again said, jobs usually include many duties and tasks, and so measuring performance usually requires more than one dimension. If the performance criteria leave out some important job duties, they are deficient. If some

irrelevant criteria are included in the criteria, the criteria are said to be contaminated. Managers use deficient or contaminated criteria for measuring performance much more than they should(16).

2.9. Methods of Performance Appraisal

1. Comparison (Sorting)

In this method, the rater ranks his/her subordinates on their working performance. Working performance of employees is compare and then sorted from the best to the worst. By putting a subordinate in a rank order, the relative position of each subordinate is test in terms of his/her numerical rank. Paired comparison of subordinates, that involves comparing the working performance of each subordinate with every other subordinate, is also a version of this method(23).

2. Forced Distribution

This appraisal method requires assignment of the subordinates to a limited number of categories. In this method, employees (subordinates) are inevitably evaluate according to the normal distribution. For example, 10 % of employees are at the very top of scale, 20 % of employees are at the top of scale, 40 % of employees are at the middle of scale, 20 % of employees are at the bottom of scale, 10 % of employees are at the very bottom of scale(23).

3. Graphic Rating Scales

Managers evaluate the employee according to defined factors, as the attributes printed on an evaluation form. Form has performance levels regarding attributes. There are numbers or scales (very good, good or weak) across the attributes on the form. Manager chooses one of them. Being an oldest and most widely used method, the graphic rating scales are forms on which the evaluator simply checks off the subordinate is working performance(23).

4. Checklist

In this method; a checklist that presented work related descriptive statements, is used for every work position. Manager chooses “Yes” or “No” option that represents the effective or ineffective behavior on job that rater familiar with these work related descriptive statements(23).

5. Forced Choice Manager

Is given some pre-defined expressions (a series of statements) to evaluate the performance of worker for each item. Managers indicate which items are most descriptive of the employee. Manager does not know the score equivalent of the expressions(23).

6. Composition (Essay)

Manager simply writes a narrative describing the performance of employee. This is a composition about the worker to define the worker and designates successful, unsuccessful, weaker or powerful sides of worker. This method is a non-quantitative method and rather than focusing day-to-day performance of employee, it focuses on generally observed work behaviors of an employee to present a holistic view(23).

7. Critical Incidents

Manager writes down the extreme performances both negative and positive. These performances are named as critical incidents/events. These critical events should affect directly the success or failure of worker. This method requires the written records to be kept as highly effective and highly ineffective work behaviors. The manager maintains the logs of each employee to record the critical incidents to use them to evaluate the employee's performance at the end of the rating period(23).

8. 360-Degree Feedback

Data from all sides, from multiple levels within the organization and from external sources, is collected in this method. Employees are assessed by his superior, inferior, work friends, clients and by themselves. By the way, this method provides an enhanced self-awareness for an employee about his/her work performance(23).

9. Management by Objectives

This is a method necessitating the attainment of the pre-defined objectives. According to this method, managers and employees determine collectively the objectives for employees to meet during a specific period. Attainment of an objective is more important than "how it was attained". Employees are then evaluated with a view to how they have achieved their determined goals(23).

10. Assessment Centers

Evaluation process is performed objectively by specialists or Human Resources (HR) professionals in the center. In this center, the job of worker is simulated and worker is observed. Additionally, some tests, social and unofficial events and exercises are used to support assessment. This method is preferred by some organization due to difficulty faced with appraisal process and tends to use an assessment center as an adjunct to their appraisal system(23).

11. Team Based Performance Appraisal

As today's work life values, the teamwork, rather than the individual performance, it is better to evaluate an individual performance as a team member. Then, employees are assessed not as

individuals but as a team. There are many performance appraisal techniques/methods that have different features and evaluation procedures as presented above, it cannot be stated that only one method can be used in a definite situation, sector organization. We can easily see that even if some organizations that act in the same sector, have equal number of employees, similar structures, resembling visions and missions, these organizations may use different appraisal methods depending on their choice rather than the features they have. At this point, choosing the most effective appraisal method arises as a problem that (HR) practitioners' face. However, whichever method is chosen, it is more important to reach a precise evaluation at the end of the performance appraisal process. One of the most important factors helping to realize this, is to decrease appraisal errors being made by evaluators or at least minimize it by applying the most appropriate method(s) that prevent(s) appraisal errors(23).

2.10. Conceptual framework

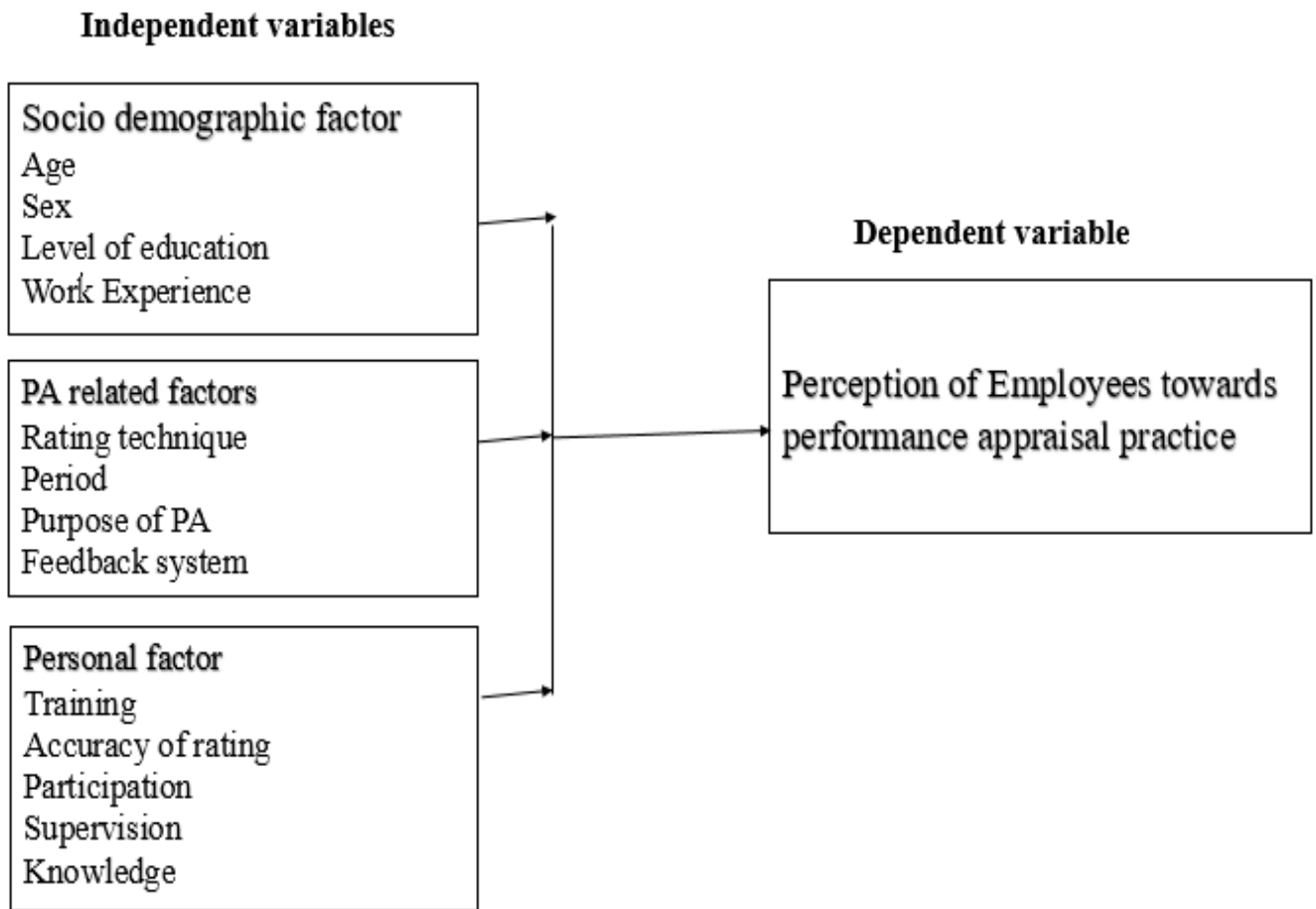


Figure 1: Conceptual framework for perception of employees towards performance appraisal practice. Developed from different literatures.

Chapter Three: Objectives

3.1. General objective

To assess perception of employees towards performance appraisal practice and associated factors at Mekelle governmental health institutions, Tigray, Ethiopia, 2018.

3.2. Specific objectives

- To assess employees' perceptions towards Performance Appraisal Practice.
- To determine factors, associate with employee's perception.

Chapter Four: Methods and Materials

4.1 Study area and period

Mekelle city is located 784 km from Addis Ababa northern Ethiopia which is the capital city of Tigray, Mekelle health office structure is made up of 11 governmental health facilities, with one hospital and ten health centers It provides a broad range of medical services to both in and out patients of all age groups. Therefore, as per the data obtain from human resource department of Mekelle zonal health office and Mekelle general hospital on June 2018, the total health professionals of the study are 540 from all health facilities. The actual research was conduct in Mekelle, Tigray, Ethiopia from Aug 13 to Sep 2, 2018 and included employees in selected health institutions during the study period.

4.2. Study Design

Institution based cross-sectional study design was employed with self-administered quantitative questionnaire.

4.3. Population

4.3.1. Source population

- All health professionals working in all Mekelle governmental health facilities.

4.3.2. Study population

- The randomly selected health professionals from all governmental health facilities.

4.3.3. Inclusion and Exclusion criteria

4.3.3.1 Inclusion criteria

- All health Professional who had worked for at least one year in the health facility.

4.3.3.2 Exclusion criteria

Due to the nature and scope of the research, the following sections of employees were excluded from the study.

- Employees who had worked less than one year in the facility.

4.4. Sample size and Sampling procedures

4.4.1. Sample size

Sample size was calculated according to Taro Yamane (1967)(24). Provides a simplified formula to calculate the sample size from the total population the following sampling formula, which is appropriate for small size population, to be employ.

$$n = \frac{N}{1+N(e^2)}$$

Where,

n= Sample Size

N= Total Population Size and,

e= the standard error with 95% confidence level.

$$n = \frac{540}{1+540(0.05^2)}$$

n= 229

By adding 10%, non-response rate, which is 23, so the total sample size was 252.

4.4.2. Sample procedures

All health facilities were included in the study and the sample size was allocated proportional weight to each health facilities and to select participant from each health facilities simple random sampling method was employed by using lottery methods after excluding those who did not fulfill the inclusion criteria; so, the existing employee list was obtain from human resource department of the facility.

Therefore, based on the above formula, the sample size was taken from each health facility are represent in table1. Thus, the total sample size of the study was 252, which is 47% of the total population (252/540= 0.47).

Table 1: The Proportion Sampling Design

	Health facilities	Employees	Sample size (47% of the population)
1	Adi-shimdhun health center	26	12
2	Semen health center	26	12
3	Adi-ha health center	25	12
4	Mekelle health center	27	13
5	Serawat health center	26	12
6	Aynalem health center	26	12
7	Quiha health center	26	12
8	Kassech health center	26	12
9	Lachi health center	26	12
10	Hewo Health center	26	12
11	Mekelle General hospital	280	131
	Total	540	252

4.5. Data Collection Tool and Procedures

4.5.1. Data collection instruments

The primary data was collected from randomly selected health professionals of all health facility through self-administered questionnaires developed from different literatures. The instrument has 59 items. Section I was x-rayed the demographic profile of respondents with eight (8) items, Section II assess the views of respondents on performance appraisal in their organization with twelve (12) items, section III was assessed the perception of employees towards Performance appraisal with thirty-nine (39) items. The questionnaire prepared in English was translated to Tigrigna (the local language) and retranslated back into English to ensure its consistency.

Out of 39 questionnaire items (Cronbach alpha value 0.946), 6 items were established to measure employee's perception of performance appraisal (Cronbach alpha value 0.901), 4 items were developed to measure employee's participation (Cronbach alpha value 0.854), 4 items were developed to measure feedback system (Cronbach alpha value 0.835), 4 items were developed to

measure training (Cronbach alpha value 0.749), 5 items were developed to measure purpose of performance appraisal (Cronbach alpha value 0.856), 4 items were developed to measure rating technique (Cronbach alpha value 0.849), 4 items were developed to measure accuracy (Cronbach alpha value 0.713), 5 items were developed to measure relationship with supervisors (Cronbach alpha value 0.845). In addition, three items were developed to measure knowledge (Cronbach alpha value 0.845). Responses were reported on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) the average mean cutoff point were taken according (25). Below 3.39 low, from 3.40 to 3.79 moderate and above 3.80 was considered high.

4.5.2. Data collection Method

A self-administered questionnaire was distributed to all actual respondents and data collection was facilitated by five BSc/BA holders and two experienced supervisors.

4.6. Variables for the Study

4.6.1. Dependent variables

- Perception of employees towards performance appraisal practice.

4.6.2. Independent variables

- Demographic variables (employee's age, gender, position, educational background and work experience)
- Organizational factors (rating technique applied, period of rating conducted, purpose of PA and feedback system given)
- Personal factors (training, rating accuracy, participating in designing PA form, knowledge of the employee and supervisor subordinate relations)

4.7. Operational definitions

Accuracy of rating: evaluating employees' performance correctly, measured by Likert scale ranging from strongly disagree (1), to strongly agree (5) items.

Feedback system: information given to the employee regarding his performance, measured by Likert scale ranging from strongly disagree (1), to strongly agree (5) items.

Knowledge: information, performances and abilities acquired through experience or education, measured by the ability to evaluate performance on Likert scale ranging from strongly disagree (1), to strongly agree (5) items.

Perception: The process by which an individual gives meaning to performance appraisal practice, measured by 6 perception items on Likert scale ranging from low mean (<3.39), moderate mean (3.40 -3.79) to high mean (>3.80) items(25).

Purpose of performance appraisal: understanding employees regarding the use of performance appraisal measured by six choices.

Participation: the action of taking part in setting performance appraisal standards, measured on Likert scale items ranging from strongly disagree (1), to strongly agree (5) items.

Position: an extra responsibility of an employee in the work place explained from middle level to high-level manager.

Rating technique: Methods used in gathering of data relating to an employee's performance.

Supervisor: a manager who directs and oversees the work and performance of an employee has and evaluate it.

Period: the raters review performance appraisal after three, six, nine months or at the end of the year.

4.8. Data processing and analysis

Data was coded and entered in to epi data version 3.1 and was exported to SPSS version 25.0 software for analysis. The data was presented using descriptive statistics such as frequencies mean, SD, graph was determined, principal component analysis was employed for Likert scale instruments to extract factors represent perception of employees, liner regression analysis was done to identify determinant of perception of employee towards performance appraisal practice. A multiple linear regression model was used to link the independent variables to the dependent variable as follows;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \mu$$

Where;

Y = perception of employees towards PA

X₁ = Feedback

X₂ = Participation of employee's

X₃ = Criteria used to evaluate PA

In the model, β_0 = the constant term while the coefficient $\beta_i = 1, 2$ and 3 was used to measure the sensitivity of the dependent variable (Y) to unit change in the predictor variables X₁, X₂ and X₃. μ is the error term which captures the unexplained variations in the model(26).

4.9. Data quality management

Cronbach's alpha value of all the dependent and independent variables of the study was 0.968 which attain the minimum requirement of reliability analysis (i.e. $\alpha > 0.70$). Thus, based on this finding the researcher concludes that the test of the tool is reliable to apply in the existing study. pretest was also conducted in 10% of the sample in Ayder comprehensive specialized hospital, with random selection of 25 health professional to see if the questions could be answered, the pretest response was excluded from the study results, one day orientation was given to supervisors and data collection facilitators, and Frequent supervision and immediate validation/monitoring was done during and after data collection to check the fullness of the questionnaire.

4.9.1 Factor analysis

Dimension of the thesis were focused on purpose of performance appraisal, feedback system, participation of employees in designing form of PA, rating accuracy, rating technique, relationship with supervisors, knowledge and training need. These dimensions were measured in 33 clear items. Factor analysis with Principal Component Analysis, component rotated with Varimax with Kaiser

Normalization, gives clear eight items (33 variables) into three (3) components. Items were loaded in to their own respective factors. Test for sampling adequacy (KMO) was 0.866, which proposes that a factor analysis can be performed with a data set of observations and the variables; the Bartlett’s test of sphericity suggests that, with the overall statistical significance of the correlations among the observed variables, we can perform factor analysis. The Chi-square value (841.578) is statistically significant at ($p < 0.001$).

Three factors have been extracted to describe the relationships among variable in a best way. Finally, from the cumulative percentage of variance accounted for, it can be seen that three accounts for 75.491% of the variance, contributed by first component is (43.826 %) followed by second (18.894 %) and third 12.771% of total variance, this means the three components explains 75.49% for perception of employees Table 3.

Table 2: Indication Total Variance Explained for Perception of Employees towards PA system

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.506	43.826	43.826	3.506	43.826	43.826
2	1.512	18.894	62.720	1.512	18.894	62.720
3	1.022	12.771	75.491	1.022	12.771	75.491

Extraction method: principal component analysis

The total variance is explained by the three factors, with cumulative variance of 75.49%. Similarly, the factor loadings after rotation using a significant factor criterion were within the value of 0.5. Summarized PCA is presented with the factor loading, communalities, eigenvalues, and percentage of variance of each variable loaded strongly on three factors. Besides, the descriptive and inferential analysis is based on these classifications, it can be noted that three items generate from the first factor, which can be given appropriate name as “training need”. The second factor can be named as “feedback provided” formed of three items. The third factor is formed with two items, which can be named as “Participation of employee’s in designing PA form”. This tells that factor analysis result in three main components Table 4.

Table 3: Summarized Factor analysis (Rotated Component Matrix)

Rotated Component Matrix ^a	Component			Com	EV	PV	CA
	1	2	3				
	Rater needs training before appraisal process	0.925					
Rater skill regularly updated and refreshed through training	0.879			0.819			
for training before appraisal is important	0.846			0.750			
Feedback provided by supervisor is accurate		0.842		0.739	1.512	18.89	0.714
I am effectively involved in discuss my perform feedback		0.794		0.664			
Managers have enough information to make judgment		0.682		0.529			
Participation of employees leads to better PA			0.882	0.830	1.022	12.771	0.792
I am willing to participate in design evaluation criteria			0.853	0.819			

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization. Rotation converged in 5 iterations

NB: Com=Communalities; EV=Eigenvalues; PV=Percentage of Variance; CA=Cronbach's Alpha

4.10. Ethical consideration

Ethical clearance was obtained from Jimma University, Institute of health ethics committee, letter of support was taken from Tigray regional health bureau and informed verbal consent was obtained from the study participants. Confidentiality was assured by informing them not to write their name on the questionnaire and by assuring that their responses not in any way be linked to them. In addition, they were told they have the right not to take part and withdraw from the study at any time.

4.11. Dissemination plan

The result of this study will be submitted to Jimma university institute of health science department of health economics, management and policy the result will be communicated to Tigray regional health bureau, Mekelle Zonal Health office and other concerned officials like Tigray Regional Civil Service. Finally, an attempt will be made to publish in peer-reviewed journals and will be presented on seminar, workshop and scientific conferences.

Chapter Five: Result

5.1. Demographic data of respondents

The research was conducted on a sample of 252 respondents from eleven Mekelle Governmental health facilities. However, out of the issued questionnaires, 244 were returned properly filled in making a response rate of 96.8%.

From the total 244 respondents, 62.7% (153) were female respondents who took slightly big share of the total respondents and the remaining 37.3% (91) were male respondents and consequently, most of the responses emanated from the female.

About age category, 39.4% (96) of respondents lie in between 20-29 years, 32.8% (80) were between the ages 30-39, 15.6% (38) were lie in between 40-49 years, 10.2% (25) respondents aged 50 years and above the rest, 2% (5) respondents were less than 20 years. This data reveals that most of the respondents (216) 89.8% lie in between 20-49 years. Only 10.2% (25) of the respondents were 50 years old and above. Thus, we can say the organization gifted with productive employees, with the mean age of the respondents was 29.3 + 10.20 years.

The data collected showed that, the largest proportion of the respondents, which is 71.7% (175), had first Degree and the second prime proportion of the respondents, which is 20.5% (50) holds college diploma and the rest few respondents, which is 7.4% (18), have postgraduate and 0.4% (1) holds certificate. The fact that the majority of the respondents were well-educated means that they well understood the question from the questionnaire and the responses obtained were reliable.

The distribution based on work experience shows that 32.8% (80) of total respondents have experience of 2-5 years, 26.6% (65) respondents have experience of 14 years and above, 21.3% (52) respondents have experience of 6-9 years, and the rest 19.3% (47) of respondents served their health facilities 10-13 years.

Table 4: Socio Demographic Data of Respondents of Mekelle Governmental Health Facilities, Tigray, 2018. (n=244).

Employees			
Profile	Variables	Frequency	Percent
Sex	Male	91	37.3
	Female	153	62.7
	Total	244	100
Age	Less than 20	5	2
	20-29	96	39.4
	30-39	80	32.8
	40-49	38	15.6
	50 and above	25	10.2
	Total	244	100
Educational status	Certificate	1	0.4
	College diploma	50	20.5
	First degree	175	71.7
	Postgraduate	18	7.4
	Total	244	100
Service year	2-5 years	80	32.8
	6-9 years	52	21.3
	10-13 years	47	19.3
	>=14 years	65	26.6
	Total	244	100

5.2. General information of performance appraisal practice in the Mekelle governmental health facilities

Ninety-nine (99%) of the respondents said that there is formal performance appraisal system in the health facility. Figure 2.

For the question “is there a formal performance appraisal system in your organization?”

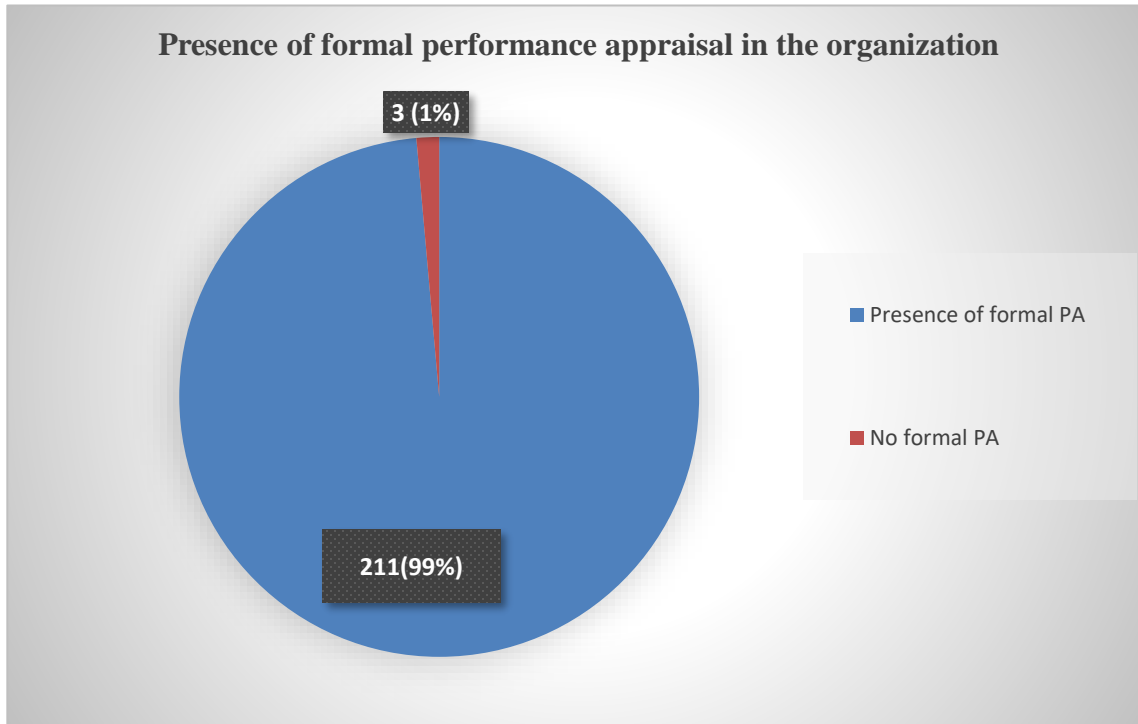


Figure 2: The presence of PA practice in Mekelle Governmental health facility, Tigray, 2018.

Any activity in an organization has its time of execution. So, majority 134 (55%) of the respondents' time to conduct performance appraisal is half a year and 61(25%) replay quarterly and 35(14%) and 9(4%) said monthly and annually respectively. This result is varying with study conducted in Lagos Nigeria which is 30.5 percent responded that it is carried out semi-annually, 37.9 percent responded that appraisal is done annually in their organization(27).

depending on their own philosophy of time period, with the majority of schemes, staffs receive an annual appraisal and for many organizations this may be sufficient Mullins,(28).

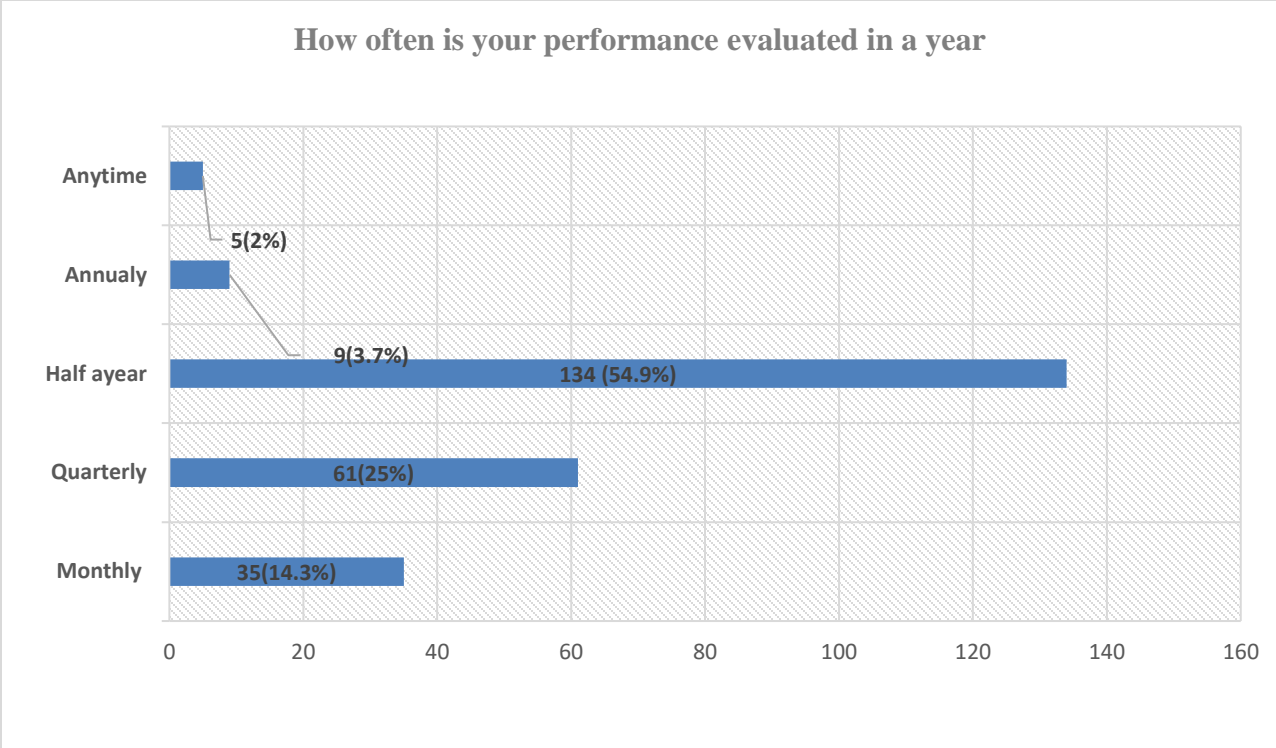


Figure 3: Frequency of PA in a year in Mekelle Governmental health facility, Tigray, 2018.

According to the finding 88.9 % (217) of employees indicated that their performance is evaluated by their immediate supervisors and 5.7% (14) said self-rating, followed by 4.5% (11) and 2(0.8) peers and subordinates respectively this result is slightly high from study conducted in school in Kenya Limuru district which is (53.2%) in use the immediate supervisor(29).

From the total majority of the respondents’ 85.7% (228) of employees said BSC is the technique used as an assessment tool followed by 360-degree feedback 6.6% (16) and assessment center 6.1% (15) this result is not consistent with study in Kenya 33.9% technique used were management by objectives, 8.2% assessment centers(29).

There are potentially many reasons for undertaking performance appraisal(10), asserted that PA is being used for purpose of administrative decisions relating to (salary, promotion, retention or termination, layoff) and developmental decisions like (training of employees, furnishing appraisee with regular performance feedback, employees’ transfers, determining employee’s strengths and weaknesses). In line with this, the 114(46.7%) respondents said that for promotion, 120(49.2%) for salary increment,95(38.9%) and 20(8.2%),8(3.3%) said for punishment and training

respectively this result is inconsistent with study conducted in Nigeria 77.2% of the respondents still perceived that the performance evaluation conducting in the organization is highly important to their career goals and other study conducted Governmental and private organizations Lagos Nigeria 48.8 percent agreed and strongly agreed that performance appraisal serves as a means for salary increment(27). Figure 4.

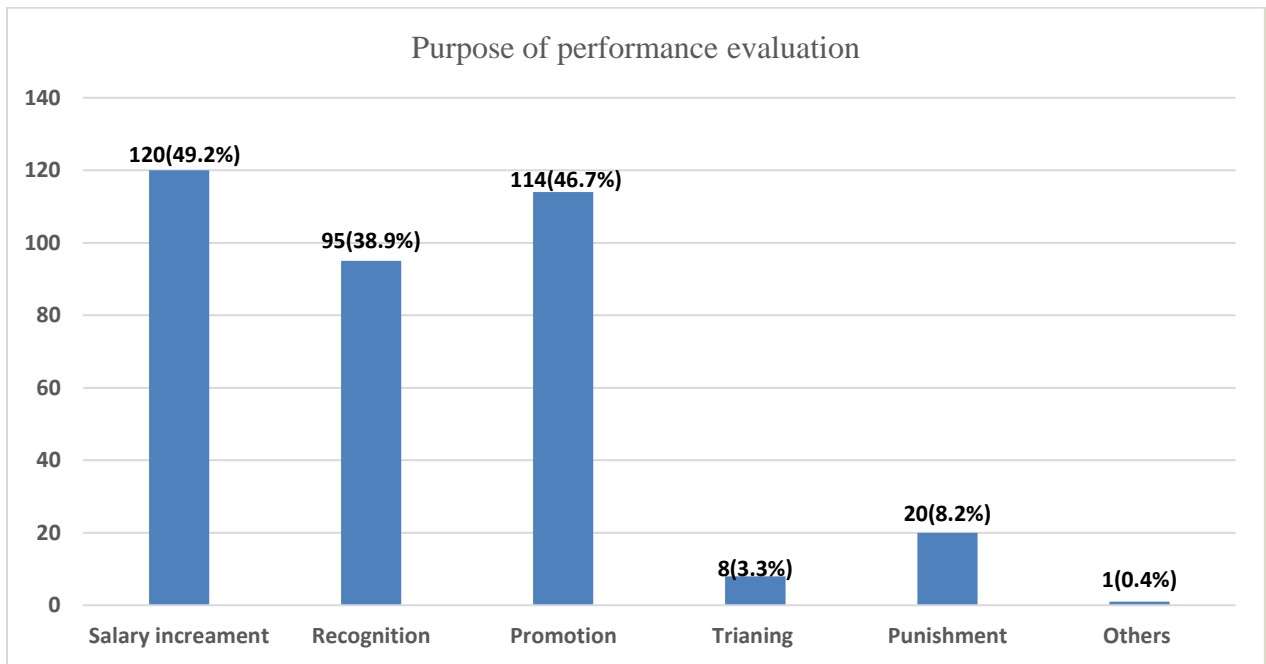


Figure 4: Purpose of PA in Mekelle governmental health facility, Tigray, 2018.

Form the finding 54.9% (112) of respondents said that the effect of poor performance appraisal bears ineffective teamwork and 39.9% (95) of respondents supposed poor PA brings demotivate employees and 15.2% (37) responds it is a reason for retention of employees. 56.6% of the respondents agree with criteria appropriateness the rest 36.1% disagree the rest 7.4% they do not know about the criteria appropriateness.

The finding, elaborated the main problem applied during performance appraisal practice in Mekelle governmental health institutions 172(46.3%) respondents were replayed that there is no relation between evaluation criteria and employees' job, and 102(24.2%) responded lack of ability major problems applied during performance appraisal followed by 48(14.3%) and 57(23.4%), Unfairness/bias in evaluating performance and Non-participation in setting performance evaluation criteria respectively. Figure 5.

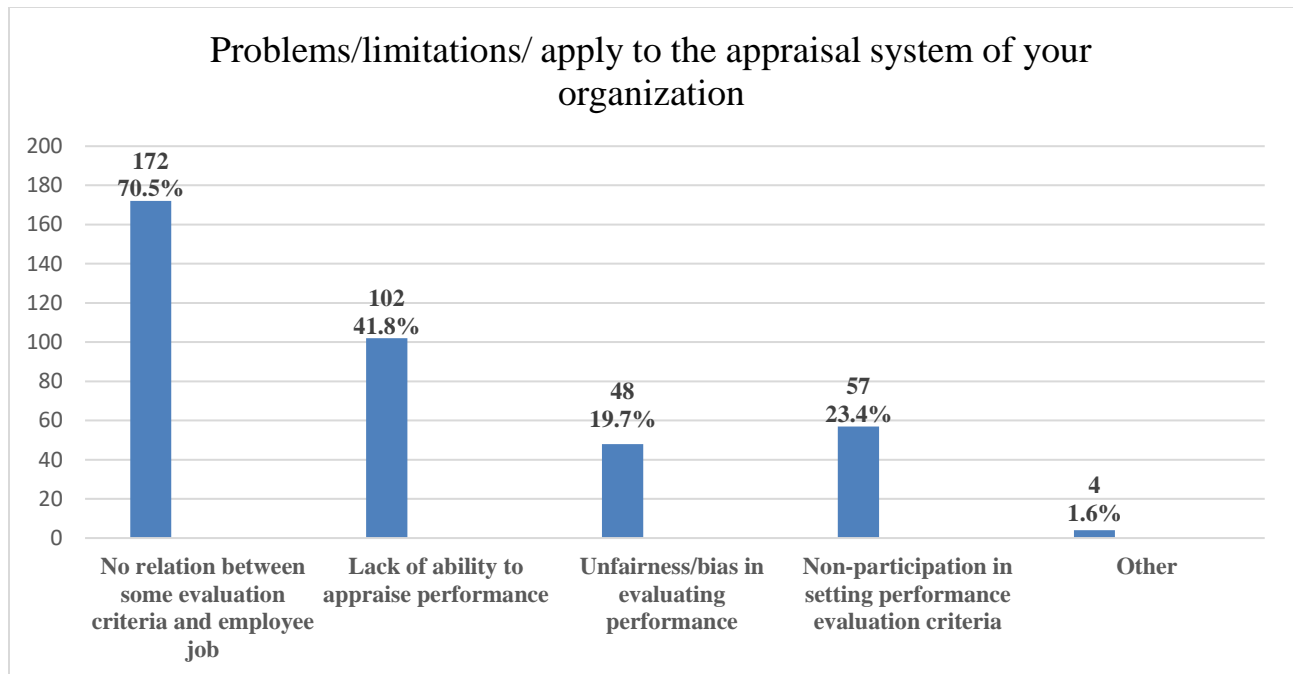


Figure 5: Problems apply to the appraisal system in Mekelle governmental health facilities, Tigray, 2018.

5.3. Level of Perception employees towards performance appraisal practice

In this part, the descriptive analysis is performed to assess the employee’s perceptions towards performance appraisal system, so; the items for measurement of employee perception of performance appraisal practice are summarized to answer the first objective of the study. In this analysis the response for each specific statement are compared using the mean and standard deviation score. The measurement of items in the survey questionnaire was based on a 5-point Likert scale, with one representing “strongly disagree” and five representing “strongly agree”. A mean score above 3.80 was considered high, 3.40 to 3.79 was considered moderate, and below 3.39 was considered low. Data were analyzed using descriptive and inferential statistics such as mean, standard deviation (SD) Zaidatol and Bagheri (25).

To answer the first objective and to measure the level of, perceptions employees towards Performance Appraisal Practice, the mean of the tool was analyzed with the help of descriptive statistics of SPSS version 25.0. The opinions of the respondents on nine items of perception on performance appraisal practice are presented below.

According to Zaidatol and Bagheri (25), mean score specification the respondents' level of Performance appraisal perception for four items are moderate, that is, 'Employee's participation', 'Purpose of PA', 'knowledge and training' with a mean value of 3.71, 3.43, 3.57 and 3.65. Respectively whereas, the respondent level of perception of Performance appraisal is low for the remaining five statements, that is, the mean score ranged from a maximum of 3.28 to a minimum of 3.15 for 'Relation with supervisors' and 'PA system' respectively. The overall response for the nine items shows the mean= 3.357 and SD= 0.866. The higher the mean score, the more that respondent agreed with the statement and vice versa. The figures for standard deviation (SD) also indicate the degree to which responses varied from each other; the higher the figure for SD, the more variation in the responses.

Therefore; this result based on Zaidatol and Bagheri,(25) mean score compression basis, the mean score= 3.357 indicates that there is low level of perception towards the performance appraisal practice, which implies, the respondents are 'disagree' with the performance appraisal system of the Mekelle governmental health facilities. From this finding, it can be generalized that, the respondents are disagreed with the existing feedback system, rating accuracy and rating technique and employee's relationship with supervisors. Therefore, the observed areas of low perception are the good signs and the source for employees' negative attitude about the performance appraisal practice of their facilities.

Among the literature findings on perception of employees towards performance appraisal practice, Thus, from the above literature result, this finding is supported by the studies of Abraham Zewdie Bekele(30), who found mean = 3.30 and SD 1.5 employees satisfaction towards the current performance appraisal practice which is low, Vignaswaran(31) who found employees' satisfaction with performance appraisal is low with mean= 3.35 and SD= 0.69 and Alwadael(32), who found employees performance appraisal satisfaction is low with mean= 2.66 and SD= 1.14. Therefore, the first objective of the study employees had low level of perception towards the current performance appraisal practice. Table 6.

Table 5: Descriptive statistics of Perception of employees towards PA in Mekelle Governmental health facilities, Tigray, 2018.

Descriptive Statistics				
	Variables	N	Mean	Std. Deviation
1	PA process	244	3.2828	0.96436
2	Employee's participation	244	3.7111	1.08275
3	Feedback system	244	3.2336	1.03575
4	Purpose of PA	244	3.4344	1.14207
5	Rating accuracy	244	3.1639	1.06079
6	Rating technique	244	3.2029	0.93560
7	Relation with supervisors	244	3.1598	1.09763
8	Knowledge	244	3.5697	1.16854
9	Training	244	3.6527	1.05848
	Average mean	244	3.3576	0.86570

5.4. Associated factors towards perception of PA

5.4.1. Feedback and perception of employee's

To evaluate the degree of relationship between feedback and perception of employee, simple linear regression analysis was carried out. The results of the regression model show that value of regression coefficient $R = 0.5809$, $R^2 = 0.337$ and adjusted $R^2 = 0.3347$ and the model $F = 123.254$ and significance level $p < 0.001$ the model is significance at $p < 0.001$ at 2 tailed the aggregated effects of feedback is explained by the value of R-square, which showed that 33.4% variation of perception of employees explained by feedback system. The beta coefficient of the model shows the beta value for predictor variable Feedback is 0.569. In addition, the p-value 0.000 indicates the model is significant at < 0.001 .

Then, the beta coefficient ($\beta = 56.9$) Thus, the Beta= 0.569, characterizes the level of employee's perception towards PA increase by 56.9 % as feedback increases by one unit. Table7.

Table 6: Summery linear regression on feedback and employee’s perception

Variables	Unstandardized coefficient	Standardized coefficient	Sig	95% CI	
	B				
Feedback system	0.569	0.569	<0.001	0.475, 0.664	
Model summery					
Model	R	R square	Adjusted R square	F	Sig
1	0.580902	0.337447	0.334710	123.254008	<0.001

Dependent Variable: Perception of employee’s towards Performance Appraisal Note: R² = 0.337; Adjusted R²= 0.335, P<.001.

5.4.2. Participation of employee’s and perception of employees

To evaluate the degree of relationship between participation of employees and perception of employee, simple regression analysis was conducted.

The results of the regression model show that value of regression coefficient R= 0.310, R² =0.096 and adjusted R square =0.093 and the model F=25.814 and significance level p<0.000 the model is significance at p<0.001 at 2 tailed, So the aggregated effects of participation of employees is explained by the value of R-square, which showed that 9.6% variation of perception of employees explained by employees participation the beta coefficient of the model shows the beta value for predictor variable employee’s participation is 0.3104. In addition, the p-value 0.000 indicates the model is significant at< 0.001.

Then, the beta coefficient ($\beta = 31.04$) Thus, the Beta= 0.3104, characterizes the level of employee’s perception towards Performance Appraisal increase by 31.04 % as employee’s participation increases by one unit. Table 8.

Table 7: Summery linear regression on participation of employees and employee’s perception

Variables	Unstandardized coefficient	Standardized coefficient	Sig	95% CI	
	B				
Participation of employees	0.310	0.310	<0.001	0.215, 0.403	
Model summery					
Model	R	R square	Adjusted R square	F	Sig
1	0.310461	0.096	0.093	25.814	<0.001

Dependent Variable: Perception of employee’s towards Performance Appraisal Note: R² = 0.096; Adjusted R²= 0.093, P<0.001.

5.4.3. Criteria used to evaluate PA and employee’s perception towards PA

The results of the regression model show that value of regression coefficient $R = 0.183$, $R^2 = 0.034$ and adjusted R square = 0.031 and the model $F = 8.424$ and significance level $p < 0.004$ the model is significance at $p < 0.005$ at 2 tailed, So the aggregated effects of criteria used to evaluate performance appraisal appropriately is explained by the value of R-square, which showed that 3.4% variation of perception of employees explained by criteria used to evaluate performance appraisal appropriately the beta coefficient of the model shows the beta value for predictor variable criteria used to evaluate performance appraisal appropriately is -0.212. In addition, the p-value 0.004 indicates the model is significant at < 0.005 .

Then, the beta coefficient ($\beta = -21.2$) Thus, the Beta= -0.212, characterizes the level of employee’s perception towards Performance Appraisal decreased by 21.02 % as criteria used to evaluate performance appraisal appropriately increases by one unit. Table 9.

Table 8: Summary linear regression result on criteria used to evaluate PA and employee's perception.

Variables	Unstandardized coefficient	Standardized coefficient	Sig	95% CI	
	B	B			
Criteria used to evaluate PA appropriate	-0.212	-0.134	<0.005	-0.361, -0.062	
Model summary					
Model	R	R square	Adjusted R square	F	Sig
1	0.183	0.034	0.031	8.424	<0.005

Dependent Variable: Perception of employee's towards Performance Appraisal Note: R² = 0.034; Adjusted R² = 0.031, P<0.005

5.4.4 Regression Model Specification and Estimation

The regression equation took the following form:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \mu$$

Where;

Y = perception of employees towards PA

X₁ = Participation of employee's (P)

X₂ = Feedback (F)

X₃ = Criteria used to evaluate PA (CU)

$$\text{Perception of employees} = 0.320 + 0.314PE + 0.570F + -0.212 CU + \mu$$

Table 9: Overall regression Model

10.1. Model Summary

Model summary					
Model	R	R square	Adjusted R square	F	Sig
1	0.672	0.452	0.445	65.901	<0.001

Predictors: (Constant), criteria used to evaluate PA is appropriate, participation of employees, feedback given.

10.2. Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% CI for B
		B	Std. Error	Beta			
		1	(Constant)	.320			
	participation of employees	.314	.048	.309	6.469	.000	.215 , .403
	feedback given	.570	.048	.570	11.885	.000	.475 , .664
	criteria used to evaluate PA is appropriate	-.212	.076	-.134	-2.795	.006	-.362 , .063

The regression results show that R was 0.672, which shows that the relationship between the predictor variables (participation of employees, feedback given and criteria used to evaluate PA is appropriate) and dependent variable is positive. The coefficient of determination explains the percentage of variation in implementation of performance appraisal that is explained by all the three independent variables (participation of employees, feedback given and criteria used to evaluate PA is appropriate). The coefficient of determination also called the adjusted R^2 was 0.45. This means that the combined effect of the predictor variables explains 45% of the perception of employees towards PA in Mekelle governmental hospitals. This therefore means that other factors not studied in this research contribute 55% of the perception of employees towards PA in Mekelle governmental hospitals.

The F value of 13.266 is significant at a significance value of 0.000, which is less than 0.05 at 5% this shows, that the overall model was significant.

Chapter Six: Discussion

Finding of the study show that there is a bad perception of employee towards performance appraisal practice with the mean 3.357 and SD 0.866, which is consistent with the studies of Abraham Zewdie Bekele(30), who found mean = 3.30 and SD 1.5 employees' satisfaction towards the current performance appraisal practice which is low, Vignaswaran(31), who found employees' satisfaction with performance appraisal is low with mean= 3.35 and SD= 0.69 and Alwadael(32), who found employees performance appraisal satisfaction is low with mean= 2.66 and SD= 1.14. Therefore, the study had low level of perception towards the current performance appraisal practice.

Feedback system has an influence on perception of employee towards performance appraisal was tested through Regression analysis the results of the regression show that the predictor Feedback explains 33.7% of the variance. It was also found that Feedback significantly predicts perception on performance appraisal ($\beta = 56.9$, $p < .001$). This result related to the feedback and employee perception on performance appraisal is consistent to other studies. Abdul Hameed Khan (33), Feedback has an influence on employee perception on performance appraisal was tested through Regression analysis which explains 30.6% of the variance, it was also found that Feedback significantly predicts perception on performance appraisal ($\beta = 0.558$, $p < .05$), Erdogan (34), mentioned feedback is a major factor which effect employee perception. He further mentioned about the procedure while giving feedback. Employee perception about performance appraisal system will be positive if they know that the appraisal process is useful tool to get feedback which enables them to improve their performance, Mullins(28) .

Participation of employees explains 9.6% of the variance. It was also found that participation significantly predicts perception on performance appraisal ($\beta = 31.04$, $p < .001$) which according to Cohen (1998) is a large effect.

Thus, the Beta= 0.3104, characterizes the level of employee's perception towards PA increase by 31.04 % if their participation increases by one unit.

The criteria used to evaluate PA appropriate also indicate that significantly and negatively influence employee's perception towards performance appraisal ($\beta = -0.212$, $p < .001$).

This characterizes the level of employee's perception towards PA decreased by 21 % if the criteria used in appropriate or reduced by one.

7.1. Limitation of the study

This study merely attentions on the perception of employee towards performance appraisal practice and its link with feedback system, employee's participation and criteria used for performance appraisal. Also, the data has gathered only from non-managerial employees. A research is also needed to be done on Managerial employees. In addition, the data collected which was self-reported; the data were gathered from common resource from health professionals.

Chapter Seven: Conclusion and Recommendation

7.1. Conclusion

It is clear from the preceding discussions that there is bad perception of employees' towards the current performance appraisal practice, and based on the findings, the study concludes that feedback system, participation of employees and criteria used to evaluate PA appropriately are affects to perception of employees towards PA at Mekelle governmental health facilities.

The regression analysis also revealed that the employee's perception towards performance appraisal has positive and significant relationship with employees' participation. Based on the study the research concluded that there is positive and significant relation between perception of employees towards PA and feedback system.

The finding also concluded that, there is a significant and negative relationship between perception of employees towards performance appraisal and criteria used appropriately. Likewise, there is an association among feedback, employee's participation and criteria used to perception of employees towards performance appraisal. If changes happen in feedback, participation of employees as well as criteria used there will be significant impact on all the dependent variables i.e. perception of employees.

7.2. Recommendation

The study recommends that the regional health bureau of Tigray should revise the existing performance appraisal methods. In addition, training should be given to rater and ratee on the purposes as well as how to use appropriate criteria for evaluation.

The study also recommends that the management body of health facilities should provide chances to their employees to participate in the formulation and design of form used in evaluating their performance.

The study also recommends that immediate supervisors should give feedback after the appraisal process and discussion, should be made about the employee performance in the appraisal process, and identified areas for employee improvement, training and coaching needs.

Finally, the performance appraisal result should be implemented timely to motivate employees for greater performance.

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Annexes

Questionnaires

Jimma University

College of public health and medicine

Department of health economics, Management and policy

English version Questionnaire

Dear respondent,

I am pleased to inform you that I am a graduate student at Jimma University pursuing a Master Degree in Human Resource for Health (HRH). As partial fulfilment of the course, I am conducting a research *on the topic of perception of employees and managers towards performance appraisal practice the case study of Mekelle governmental health institutions, 2018*. To this end, I kindly request you to provide me genuine information, to the best of your knowledge, so that the results of the study would be legitimate. This is an academic research and confidentiality is strictly emphasized. The questionnaire will take you approximately 15 minutes to fill. I would like to **thank you** for your willingness, effort and sharing precious time to fill the questionnaire and returning it the earliest possible.

Instruction: Please circle to choose from the options given and answer in writing where appropriate. You don't have to write your name.

Name of data collector: _____

Date of data collected: ____/____/____

Signature: _____

Code: _____

Part I – Socio demographic Information

1. Sex:
A. Male B. Female
2. How old are you _____
3. Marital status
A. Married B. Single C. Separated D. Divorced E. Widowed
4. What is your highest educational status:
A. certificate B. college diploma C. MD/ BA/BSC Degree D. Masters E. PhD
5. What is your profession? _____
6. Years of service in health facility: _____
7. Monthly income _____
8. What is your current position in the work unit? _____

Part II: General Information on Performance appraisal practice

1. Is there a formal appraisal system in your organization?
A. Yes No
2. How often is your performance evaluated in a year?
A. Monthly D. Annual
B. Quarterly E. any time.
C. half a year
3. Currently who conduct the performance appraisal?
A. Immediate supervisor.
B. Peer appraisal.
C. Rating committees.
D. Self-rating
E. Appraisal by subordinates.
4. In your opinion who is responsible to evaluate employees performance (you may tick more than one)
A. Immediate supervisor D. employee themselves
B. Colleagues E. Self-rating
C. Subordinates F. Others (Specify)

5. Which appraisal system is being employed in the company?
 A. Assessment Centre B. MBO C. 360-degree feedback D. balanced scorecard.
6. For what purpose is the performance evaluation result used in your company (you may tick more than one)
 A. Salary increment. D. Training and development
 B. Recognition E. Punishment
 C. Promotion F. Other specify_____
7. What do you think is the effect of a poor appraisal system?
 A. De- motivation. B. Retentions C. In effective team work
8. Do you think the criteria used to evaluate your performance appraisal are appropriate?
 A. Yes B. No C. I do not know
9. Do you think that the weight assigned to the evaluation criteria is fair?
 A. Yes B. No C.I don't know
10. Which of the following problems/limitations/ apply to the appraisal system of your organization (You may tick more than one).
 A. No relation between some evaluation criteria and employee job.
 B. Lack of ability to appraise performance
 C. Unfairness/bias in evaluating performance
 D. Non-participation in setting performance evaluation criteria
 E. Other (mention).....
11. Do you discuss performance appraisal results with the appraisers?
 A. Yes B. No
12. If your answer to question no. 11 is "yes" do you think the grievance will be fairly Examined?
 A. Yes B. No C. I do not know

Part III: Questions Related to the perception towards Practices of Performance Appraisal

Please point to the degree of your agreement or disagreement with each of the items below by putting a tick mark (√) in the box that top refer to your choice.

Strongly Disagree		Disagree	Neutral	Agree	Strongly Agree				
1		2	3	4	5				
	Perception of performance appraisal system Cronbach's Alpha 0.901				1	2	3	4	5
1	The objectives of performance appraisal in your facility is clear to employees.								
2	Performance appraisal criteria and standards of your facility are established based on your job description								
3	The performance evaluation criteria used by your facility are job related								
4	The standards against which my performance is measured are clear and realistic								
5	Performance appraisal is conducted fairly without any bias/discrimination								
6	I can appeal to a higher official of my organization when my performance appraisal result is unfair								
	Employees participation Cronbach's Alpha 0.854								
7	I am willing to participate in the design of the performance appraisal criteria to measure my performance								
8	Participation of employees in the development of performance standards Leads to a better performance appraisal Instrument								
9	I prefer my performance to be evaluated by an instrument developed and designed with the help of employees.								
10	Employee participation lead to development of reliable, valid, fair and Useful performance standards.								
	Feedback system Cronbach's Alpha 0.835								
11	Employees receive regular and timely performance feedback beside the performance review								
12	I am effectively involved in discussing my performance appraisal feedback								
13	The feedback I receive is helpful in improving my performance and in attaining my goals								
14	The feedback provided by supervisors during performance appraisal is accurate.								
	Training Cronbach's Alpha 0.749								
15	The organization conducts training for all staff regarding performance appraisal.								
16	Training before performance appraisal process is important								
17	Appraiser or raters needs training before performance appraisal process								
18	Raters' appraisal skills are regularly refreshed and updated through training								

	Purpose of performance appraisal	Cronbach's Alpha 0.856					
19	Performance appraisal is used as an assessment tool for promotion exercise.						
20	Performance appraisal is used in assessing employees' commitment to organizational goals and objectives.						
21	Performance appraisal is linked to the salary increment or distribution of rewards.						
22	Performance appraisal is used for training needs identification						
	Rating Accuracy	Cronbach's Alpha 0.849					
23	Managers have sufficient opportunity to observe and evaluate employees						
24	Managers regularly record incidents of good/poor behavior relevant for the performance evaluation of employees						
25	Managers have enough information regarding performance standards to make accurate judgments about employees on each performance dimension						
26	Least errors are identified in the appraisal practice						
27	The performance appraisal process is fair to all employees						
	Rating techniques	Cronbach's Alpha 0.7.13					
28	I feel comfortable with the rating scales used to evaluate performance appraisal						
29	I feel that the scales allow an accurate assessment of different dimensions of performance						
30	The existing performance appraisal form is too complex						
31	The existing performance appraisal form is easy to use						
	Relations with supervisors	Cronbach's Alpha 0.890					
32	The supervisor owns adequate knowledge and training to properly implement performance evaluation						
33	The supervisor uses the evaluation system to assess performance objectively and without bias						
34	The supervisor is ethical in how he/she scores performance.						
35	The supervisor takes the performance appraisal process seriously.						
36	There is pleasant communication between the rater and the ratee.						
	Knowledge	Cronbach's Alpha 0.845					
37	Employees knowledge and attitude influence the appraisal procedure						
38	Employee knowledge improves their understanding of performance objectives and acceptance of those objectives						
39	Knowledge enhances fairness and rating accuracy						
	Cronbach's Alpha	0.946					

Thank you for your time!

Tedros Kahsay Cellphone 0919005555

Email: mynextdreamis@gmail.com or tedros.2h@gmail.com

የኒሽርሲቲ ጅግ
ጥዕና ሕብረተሰብ ን ሕክምና ኮሌጅ
ክፍሊ ምጣነ ሃፍቲ ጥዕና፣ ምምሕዳርን ፖሊሲን

እዚ መሕትት እትመልኡ ኩቡራትን/ኩቡራንን፣

አብ የኒሽርሲቲ ጅግ ተመራጭ ካልኣይ ዲግሪ ብ ሰብ ሞያ ጥዕና ሐይሊ ሰብ (Human Resource for Health (HRH) ብምኻነይ ታሕጋሳይ እንዳገለጽኩ ከም መቀጻልታ ክፋል ትምህርተይ መመረቕ ጽንዓተይ አብ ኣርእስቲ ‘*perception of employees and managers towards performance appraisal practice the case study of Mekelle governmental health institutions, 2018.*’ ብምኻኑ ተኣማንን አብ ሓቂ ዝተመስረተ አብ ውሳነ ንምብጻሕ ክከኣል ኩሉ እቲ ትፈልጥዎ ቁኑዕ መረዳኢታ ክህቡና/ባና ብትሕትና ይላቡ። እዚ ትምህርታዊ መጽናዕቲ ምስጢራዊነቱ ብ ጥብቂ ዝተሐለወ እዩ። እዞም ሕቶታት ንምውዳእ ኣስታት 15 ካልኢታት ይወስደሎም/ለን። ኩቡር ጊዜኣም ሂቦም ነዚ መሕትት ስለ ዝመለስኩምላይን ብእዋኑ ንምምላስ ንዘርኣኹም ወለንታ ምስጋናይ ካብ ልቢ’ዩ።

ሐበሬታ፡ አብ ሕድሕድ ሕቶ ብምኽባብን ብጽሑፍ መልሲ ንዘድልዮም ብምጽሑፍ ይመልሱ። ሽም ምጽሑፍ ኣዩድልን። አብ ትካልኩም ትሕቲ ክልተ ዓመት ዝሰረሐ ክምልስ ዮብሉን።

ሽም ሰብሳቢ ሐበሬታ: _____
ሐበሬታ ዝተኣከበሉ ዕለት: ____/____/____
ክታም: _____
መለለይ ቕጽሪ: _____

ክፍለ I: መረዳኝ ማሕበራዊ ስነ ህዝቢ

1. ፆታ
 U. ተባዕታይ ለ. አንስቲይቲ
2. ዕድሜኸ/ኸ ክንደይ እዩ _____
3. ኩነታት ሓዳርካ/ኪ
 U. ዝተመርጸዎት ለ. ዘይተመርጸዎት ሐ. ዝተፋተሐ/ት መ. ሰበይቱ ዝሞተቶ/ሰብአያ ዝሞታ
4. ዝለዓለ ትምህርቲ ደረጃኸ/ኸ
 U. ምስክር ወረቀት ለ. ኮሌጅ ዲፕሎማ ረ. ዶክትሬት (PhD)
 ሐ. ቀዳማይ ዲግሪ መ. ካልኣይ ዲግሪ
5. ሞያኸ/ኸ _____
6. ወርሓዊ ኣታዊኸ/ኸ _____
7. ግልጋሎት ዘመንኸ/ኸ ኣብ ጥዕና ትካል _____
8. ሕጂ ዘለካ/ኪ ሓላፍነት _____

ክፍለ II: ጠቅላላ ሓበሬታ ኣብ ምዘና ሰራሕተኛታት

1. ኣብ ትካልኩም ስራሕ ምዘና ሰራሕተኛታት ኣሎ ዶ?
 U. እወ ለ. ኣይፋል
2. ኣብ ዓመት ምዘና ሰራሕተኛታት ክንደይ ግዜ ይካየድ?
 U. ወርሓዊ ለ. በቢ ርብዒ ዓመት ሐ. በቢ ፍርቂ ዓመት
 መ. ዓመታዊ ረ. ኩለ ግዜ
3. ኣብ ሕጂ እዋን መን እዩ ምዘና ሰራሕተኛታት ዝልክዎ/ ዝምዝን?
 U. ናይ ቀረባ ሓላፊ ለ. መሰርሕቲ ሐ. መዘንቲ ኮሚቴ
 መ. ባዕለይ ረ. ትሕተይ ብዘለው ሰራሕተኛታት
4. ብኣተሓሳስባኸ/ኸ ሰራሕተኛታት ክምዝን ዘለዎ መን እዩ? /ልዕሊ ሓደ ምምራፅ ትኸእል ኢኸ/ኸ/
 U. ናይ ቀረባ ሓላፊ ለ. መሰርሕቲ ሐ. ትሕተኻ ዘሎ ሰራሕተኛ
 መ. ሰራሕተኛ ባዕሉ/ ባዕለይ/ ረ. ዓርሰ ምዘና ሰ. ካልኣት ግለዲ/ፅ _____

5. አብ ትካልኩም አየናይ ስልቲ ምዘና ትጥቀሙ?
 U. ቢ .ኤስ. ሲ (BSC)
 ለ. ዕላማ ተኮረ ምዘና (Management By Objective)
 ሐ. 360 - ዲግሪ ግብረ መልሲ (360- degree feedback)
 መ. ማእከል ግምገማ (Assessment center)
6. አብ ትካልኩም ውፅኢት ምዘና ስራሕ ንምንታይ ዓላማ ይጠቅም?
 U. ወሰኽ መሃያ ለ.ንአፍልጦ ሐ. ዕብዮት
 መ. ንስልጠና ረ. ንቅፅዓት ሰ. ካለእ ጥቀስ_____
7. ሳዕቤን ድኹም ምዘና ስራሕተኛታት እንታይ ይመስለካ/ኪ?
 U. ምድሃል ስራሕተኛታት ለ. ምውሳኽ ፃኒሒት ስራሕተኛታት
 ሐ. ዘይዕውት ጉጅላዊ ስራሕ
8. ሮቋሒታት መመዘኒ ስራሕተኛታት ትኽኽለኛ ዶ ይመስለካ/ኪ?
 U. እወ ለ. አይፋሉን ሐ. አይፈለጥኩን
9. ንሮቋሒታት ዝተውሃበም ክብደት ፍትሓዊ ዶ ይመስለካ/ኪ?
 U. እወ ለ. አይፋሉን ሐ. አይፈለጥኩን
10. አብ ትካልኩም ምዘና ስራሕተኛታት አብ ዝካየዱ ዝረአዩ ፀገማት /ውስንነት/?
 (ልዕሊ ሓደ ምምላስ ትክክል ኢኹ/ኺ)
 U. መመዘኒ ሮቋሒታትን ስራሕን ርክብ ዘይምህላው
 ለ. ምንአስ ዓቅሚ መዘንቲ
 ሐ. አድልዎ /ዘይፍትሓውነት ምዘና
 መ. ዘይአሳታፊነት ምምዕባል ሮቋሒታት ምዘና
 ረ. ካሊእ እንተሃልዩ ግለፅ/ዒ _____
11. አብ ውፅኢት ምዘናኹ/ኺ ምስ ሓላፊኹ/ኹ ትመደዩጥ/ጢ ዶ?
 U. እወ ለ. አይፋሉን
12. ሕቶ ቁፅረ 11 ‘እወ’ ተኾይኑ ቅሬታኹ/ኺ ብደንቢ ይእለ ዶ?
 U. እወ ለ. አይፋሉን ሐ. አይፈለጥኩን

ክፍሌ III: ሕፃናት አብ ክሊ ኣመለኻኽታ ትግበራ ምዘና ስራሕ

በጃኹም ምርጫኹም ኣብ ጎረ ሕፃናት ዘሎ ሳንዱቅ ውሽጢ ምልክት (√) ብምቅማጥ መጠን

ምስምዕምዖምን ዘይምስምዕምዖም ካብዚ ንታሕቲ ንዝተዘርዘሩ ሕፃናት ይመልሱ።

ኣዝዮ ኣይስማዕማዕን	ኣይስማዕማዕን	ላንጋላንጋ	ይስማዕማዕ	ኣዝዮ ይስማዕማዕ				
1	2	3	4	5				
ናይ ምዘና ኣመለኻኽታ				1	2	3	4	5
1	ዓላማ ምዘና ስራሕ መዐቀኒ ኣብ ትካልኩም ንሰራሕተኛታት ግልፂ እዩ።							
2	ምዘና ስራሕ መለክዒ ሮቋሒታት ኣብ ትካልኩም ምስ ስራሕን ሓላፍነትኩምን ዝተተሓዘ እዩ።							
3	ኣብ ትካልኩም ምዘና መለክዒ ሮቋሒታት ምስ ስራሕኹም ዝተተሓዘ እዩ።							
4	እነ ዝምዘነሉ ሮቋሒታት/መለክዒ ግልፅን ሓቃውነት ዘለዎ እዩ።							
5	ምዘና ስራሕ እንልክዓሉ ብዘይ ኣድልዎን ግልፅነትን እዩ።							
6	ኣብ ዝተመለከለይ ምዘና ስራሕ ቅሬታ ምስ ዝህልወኒ ናብ ሓላፍቲ ጥርጉን ናይ ምቅራብ መሰል ኣለኒ።							
ተሳትፎ ሰራሕተኛታት								
7	ኣብ ምምዕባል ሮቋሒታት መመዘኒ ስራሕ ንምስታፍ ፍቃደኛ እዩ።							
8	ተሳትፎ ሰራሕተኛታት ኣብ ምምዕባል ሮቋሒታት መመዘኒ/መለክዒ/ ምዘና ዝበለፀ መስርሕ ምዘና ይገብሮ።							
9	ዝምዘነሉ ሮቋሒታት መመዘኒ ብተሳትፎ ሰራሕተኛታት ዝማዕበለ ተዝኸን ይምረፅ።							
10	ተሳትፎ ሰራሕተኛታት ኣብ ምምዕባል መመዘኒ ሰራሕተኛታት ፍትሓውን ተአማንን ክኸውን ይሕግዝ።							
ምሃብ ግብረ መልሲ								
11	ሰራሕተኛታት ዝወሃቦም ግብረ መልሲ ምዘና ስራሕ /performance/ ስራሕን ኣብ ግዚኡን እዩ።							
12	ኣብ ዝተውሃበኒ ግብረ መልሲ ውፅኢት ስራሕ ናይ ምምዖጥ ተሳትፎ ኣለኒ።							
13	ዝተውሃበኒ ግብረ መልሲ ትልመይን ስራሕይን ንምስኽዕ ሓጋዚ እዩ።							
14	ብሓላፊ ዝተውሃበኒ ግብረ መልሲ ቅንዑን ትክክልን እዩ።							

ዓቅሚ ምዕባይ						
15	አብ ትካልና ንሰራሕተኛታት ብዛዕባ ምዘና ሰራሕተኛታት ኣመልኪቱ ስልጠና ተዋሂቡ።					
16	ቅድሚ ምዘና ስራሕ ምዕቃን ስልጠና ምሃብ ኣገዳሲ እዩ።					
17	መዘንቲ /ሓለፍቲ/ ቅድሚ ምዘና ሰራሕተኛ ምዕቃን ስልጠና የድልዮም እዩ።					
18	መዘንቲ ዓቅሞምን ክእለቶምን ንምዕባይ ተኸታታሊ ስልጠና ዓቅሚ ምዕባይ የድልዮም እዩ።					
ዕላማታት ምዘና ሰራሕተኛታት						
19	ምዘና ሰራሕተኛታት ንምምጫይ ዕብዮት ሰራሕተኛ ይጠቅም።					
20	ጥቅሚ ምዘና ሰራሕተኛታት ንምምጫይ ተገዳስነት ሰራሕተኛ አብ ምዕባት ዕላማን ሽቶ ትካልን።					
21	ምዘና ሰራሕተኛታት ምስ ዕብዮት ማሃያን ሽልማትን ዝተተሓዘ እዩ።					
22	ምዘና ሰራሕተኛታት ስልጠና ዘድልዮም ኣካላት ንምፍላይ ይጠቅም።					
ትኽኽለኛነት ምዘና						
23	ሓለፍቲ/መዘንቲ/ንሰራሕተኛታት ዝዕዘቡሉን ዝምዝኑሉን እኹል ዝኾነ ዕድላት ኣለዎም።					
24	ሓለፍቲ/መዘንቲ/ አብ ግዜ ምዘና ዝጠቅሞም ጠንካራን ድኩም ጎኒ ሰራሕተኛታት ዝምዝግብሉ መስርሕ ኣሎ።					
25	ሓለፍቲ አብ ሕድሕድ ምዘና ሮቋሊ ንሰራሕተኛታት ንምምዘን ዘኸእል ኣፍልጦ ኣለዎም።					
26	አብ ምዘና ሰራሕተኛታት ዝረኣዩ ጌጋታት ትሕት ዝበለ እዩ።					
27	ምዘና ሰራሕተኛታት ንኹሉ ሰራሕተኛታት ፍትሓዊ እዩ።					
ስልትታት ምዘና						
28	ንምዘና ውፅኢት ስራሕ ብዝተውሃበ መጠን /ክብደት/ ፅጉብ እዩ።					
29	ሕድሕድ ሮቋሊታት ንዝተፈላለዩ ኣፈፃፀማ ስራሕ ክዕቅኑ ይኸእሉ እዮም።					
30	እዚ መመዘኒ ውፅኢት ስራሕ ቅጥዒ ንምምላእ ኣፀጋሚ እዩ።					
31	እዚ መመዘኒ ውፅኢት ስራሕ ቅጥዒ ንምምላእ ቀሊል እዩ።					

ርክብ ምስ መዘንቲ /ሓለፍቲ/							
32	ሓለፍቲ/ተቆፃፀርቲ / ምዘና ውፅኢት ስራሕ ንምትግባር እኹል ስልጠናን ፍልጠትን ኣለዎ።						
33	ሓለፍቲ/ተቆፃፀርቲ/ ውፅኢት ስራሕ ብትኽክልን ብዘይ ኣድልዎ ንምምጣይ መመዘኒ ስራሕ ይጥቀሙ።						
34	ሓለፍቲ/ተቆፃፀርቲ/ ምዘና ውፅኢት ስራሕ ኣብ ዝምዝንሉ ስነ ምግባር ዝተለበሱ እዮም።						
35	ሓለፍቲ/ተቆፃፀርቲ/ ምዘና ውፅኢት ስራሕ ኣብ ዝምዝንሉ ብተገዳስነት እዩ።						
36	ኣብ መንጎ መዘንትን /ሓለፍትን/ሰራሕተኛታት ፅቡቅ ርክብ ኣሎ።						
ፍልጠት							
37	ፍልጠትን ኣመለኽኽታ መዘንቲ ኣብ ከይዲ ምዘና ተፅዕኖ ኣለዎ።						
38	ኣፍልጦ ሰራሕተኛታት ኣብ ምርዳእን ምቅባልን ዕላማ ምዘና ውፅኢት ስራሕ የመሓይሽ እዩ።						
39	ፍልጠት ፍትሓውነት ትኽክለኛነት ምዘና የማዕብል።						

DECLARATION

I, the undersigned, declare that this thesis is my original work, has not been presented for a degree in this or any other university and that all sources of materials used for the thesis have been fully acknowledged.

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Date of submission: _____

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Successfully defended final thesis