



**ST. MARY'S UNIVERSITY  
SCHOOL OF GRADUATE STUDIES**

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**AN ASSESSMENT OF PERFORMANCE MANAGEMENT  
PRACTICES IN ADDIS ABABA FOOD MEDICINE &  
HEALTHCARE ADMINISTRATION & CONTROL  
AUTHORITY**

By

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**ADDIS ABABA, ETHIOPIA**

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**ST. MARY'S UNIVERSITY SCHOOL OF GRADUATE  
STUDIES MASTERS OF HUMAN RESOURCE  
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**AN ASSESSMENT OF PERFORMANCE MANAGEMENT  
PRACTICES IN ADDIS ABABA FOOD MEDICINE &  
HEALTHCARE ADMINISTRATION & CONTROL  
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## **Statement of Declaration**

I Tadele Mebirat declare that this research, titled “An Assessment of Performance Management Practices in Addis Ababa Food Medicine & Healthcare Administration & Control Authority” is my original work and has not been presented for any other program or university. I also assure that all sources of materials used in undertaking this thesis have been duly acknowledged.

Tadele Mebirat \_\_\_\_\_

Signature

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Date

## Statement of Certification

Here with I state that Tadele Mebirat has carried out this research work on the topic entitled “An Assessment of Performance Management Practices in Addis Ababa Food Medicine & Healthcare Administration & Control Authority” under my supervision. This work is original in nature and has not presented for a degree in any university and it is sufficient for submission for the partial fulfillment for the award of Masters of Degree in Human Resource Management.

Dr. Abraraw Chane

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Signature

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Date

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## **List of Acronyms**

BARS	Behavioural Anchored Rating Scales
BES	Behavioural Evaluation Scales
BOS	Behavioral Observation Scales
FMHACA	Food Medicine and Health Care Administration and Control Authority
HR	Human Resource
HRM	Human Resource Management
PMS	Performance Management System
PM	Performanc Management
PA	Performance Appraisal

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## Abstract

*The aim of this study was to assess performance management practices in Addis Ababa Food Medicine & Healthcare Administration & Control Authority (FMHACA). In order to achieve the purpose of the study, a cross sectional survey design was used. The sample of the study consisted of 123 employees from 2 different directorates. Both leaders and their subordinates were participated in the study. This study used questionnaire and document review as instrument of data collection. Purposive sampling technique was applied in order to select sample. Descriptive statistics such as frequency counts and percentages were used to analyse the data using SPSS version 24. The result of this study revealed that there is formal performance management system in FMHACA. The objectives of the organization does not effectively communicated to all employees. Organizational objectives are not aligned with individual's objectives in FMHACA. Performance assessment is not based on written evidences in FMHACA. Eemployees' don't have clear and common understanding on vision and strategy of FMHACA. There is no system that interprets the vision and strategy into clear and understandable goal measures in FMHACA. Employees are not committed for the implementation of vision, strategy and goals. Ccompetencies' does not used for performance management system similarly applied to recruitment activities, selection activities, training and development activities and promotion activities. Performance management system is not integrated with human resource management functions in FMHACA. Payments' including salary of employees does not link with performance outcome in the organization. The result of performance management is not linked with employees reward and incentives. Employees' promotion is not based on performance management results. And performance management system is not related with individual development in FMHACA. Finally, the study recommended that FMHACA should effectively provide training to all employees about the objectives of the organization. FMHACA should aligned organizational objectives with individuals' objectives. FMHACA should arrange training for employees to develop clear and common understanding on vision and strategy. It should design system that interprets the vision and strategy into clear and understandable goal measures in FMHACA. Performance management system should be integrated with human resource management functions to increase organizational performance. Employees competencies (Knowledge, skill and ability) should integrated with performance management system similarly applied to recruitment activities, selection activities, training and development activities and promotion activities. FMHACA should make decision concerning employees' payment including salary, promotion, reward and incentives based on result of performance management in order to develop rational human resource management system. Finally, performance management system should be related with individual development in FMHACA*

**Keywords:** Performance Management

# **CHAPTER ONE**

## **INTRODUCTION**

This chapter deals with the general background, statement of the problem discussed in the study, objectives and significance of the study. It also consists of the delimitation and limitation of the study.

### **1.1 Background of the Study**

All organizations whether they are private or government owned have realized that they have to make a success with the limited resources available in the organization. The concept of moving from inputs to outputs and eventually to outcomes-based service delivery and measurement of performance has become the direction of the day. Addis Ababa Food, Medicine and Healthcare Administration and Control Authority (FMHACA) have been and remains faced with service delivery, performance management and accountability challenges.

According to Armstrong (2000), performance management is a means of getting better results from the whole organization or teams or individuals within it, by understanding and managing performance within an agreed framework of planned goals, standards and competence requirements. Performance management responsibility is vested with the employees who are in human resources positions within organizations. These employees often do not possess all the necessary knowledge and skills to fulfill this responsibility. Organizations on many occasions omit to ascertain that all employees possess the required knowledge and skills inherent to their posts on a continuous basis. In Addis Ababa FMHACA, employees are appointed and placed in management posts on the basis of the years of experience they possess, with the assumption that they would be competent to fulfill roles and responsibilities that go with their posts.

Lack of performance management related knowledge and skills became evident in FMHACA at all level. The fact shows that almost all members have relatively the same score in their performance management assessment. Department heads and section leaders do not record day to day activity of their members. Simply they evaluate to fulfill the procedure on six and yearly base approach. There is no continues evaluation of individual performance in FMHACA.

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 (Armstrong, 2000). Processes exist for establishing shared understanding about what is to be achieved, and for managing and developing people in a way that increases the probability that it will be achieved in the short and longer term. It is owned and driven by line management (Armstrong, 2000).

Performance management is one of the bases of Human Resource Management functions in FMHACA. No matter where you work, how big or small your unit or how simple or complex the business model, effective performance management is a key requirement if you have any number of employees (Clinton O., Longenecker & Fink, L., 1997). According to the definition the basic thing for human resource management which helps the organization to be success on its objective, is performance management, it creates motivation among the members.

There are several important HRM practices that should support the organization's business strategy: analyzing work and designing jobs, determining how many employees with specific knowledge and skills are needed, attracting potential employees, choosing employees, teaching employees how to perform their jobs and preparing them for the future, evaluating their performance, rewarding employees and creating a positive work environment. An organization performs best when all of these practices are managed well. At companies tend to be more innovative, have greater productivity, and develop a more favorable reputation in the community (Palaiologos, Papazekos & Panayotopoulou, 2011).

Any organization's performance management system helps it to meet its short and long term goals and objectives by helping management and employees do their jobs more efficiently and effectively, and performance management is one part of this system (Bacal R., 1999). Performance management is a process for setting goals and regularly checking progress toward achieving those goals. It includes activities that ensure organizational goals are consistently met in an effective and efficient manner. The overall goal of performance management is to ensure that an organization and its subsystems (processes, departments, teams, etc.), are optimally working together to achieve the results desired by the organization (Armstrong, 2000). Performance management has a wide variety of applications, such as, staff performance and business performance.

The ultimate objective of performance management is identifying, measuring, and managing of individual performance in an organization and to give feedback to employees who may

improve their performance on job and also organizations success. Additionally, information obtained during the management process can be used as a basis for personnel management, merit increment, termination, carrier planning and promotion, and layoff, succession planning, transfer, bonus, and criteria for selection procedure validation by using different management methods.

This study focuses on performance management practice in Addis Ababa FMHACA. In the area of performance management, individual performances are measured by qualitative and quantitative methods to evaluate the overall performance of the organization. Therefore, knowing the practice of performance management used and spotting the problem helps to analyze the performance of employees. FMHACA would be in a good position to understand, whether effectiveness and efficiency is impaired or not. Performance management plays an important role in developing employee's capabilities that are necessary for effectiveness of organizational performance. If effectiveness and efficiency is impair the organization cannot meet its goals and objectives. Hence, official report showed that the performances of employees are low in FMHACA. This low performance could be the result of being lack of effective performance management system. This is the intentions to assess the practice of performance management in Addis Ababa Food, Medicine and Healthcare Administration and Control Authority.

## **1.2 Statement of the Problem**

Human resources are the most important strategic resources in any organization. There is no organization that can achieve its objectives without human resource. In order to achieve organizational objectives, it is necessary to measure individual performance and organizational performance. There must be a proper performance management system in organization in order to measure and evaluate organizational performance.

Designing and implementing performance management system in any organization is a key to connect the overall performance of the organization to strategic goals and objectives. Armstrong (2000) argued that performance management is about aligning individual objectives to organizational objectives and ensuring that individuals maintain corporate core values. It is an ongoing process that helps the organization to retain talented employees and enhance employees' morale. It creates a shared understanding of what is required to improve performance and how this will be achieved by clarifying and agreeing what people are expected to do and how they are expected to behave (Armstrong, 2000). Employees

compensation and rewards are directly depends on the effectiveness of the performance management system of the organization.

The success and failure of the organization is mainly depends on the effective performance of the organization. Organizational performance is measured and evaluated by performance management standards. It is a means of getting better results by understanding and managing performance within an agreed framework of planned goals, standards and competency requirements (Armstrong, 2000). Applying the concept and principles of performance management in the organization promotes individuals efficiency. The sum totals of individual performance bring effective organizational performance.

In Ethiopia context, past study cover different aspects of performance management practice at government organizations by different researchers. However, those government organizations have different organizational culture, employees' incentives strategies, rules and regulations, employees' policy etc. These characteristics are completely different from FMHACA. The practice of performance management system has not been adequately addressed in FMHACA. Thus, there is a need for greater understanding of performance management practice in FMHACA. This induces the researcher to conduct this study in FMHACA.

Addis Ababa Food, Medicine and Healthcare Administration and Control Authority (FMHACA) is established in 2004 E.C with proclamation No 30\2004 as a regulatory body separated from Addis Ababa Health Bureau. The purpose of its establishments are to certify and licensing food and drinking establishments' and different health institutions'. Regulating this very sensitive organization is very challenging task for the organization as well as the Human Resource Management Departments. So to achieve its stated objectives good performance management practices are very crucial.

The main objective of performance management in FMHACA is measuring and evaluating individual performance and organizational performance. It is connecting individual goals with organizational goals, improving motivation and commitment and rewarding individuals for the best performance.

In accordance with the performance management policy of FMHACA, leaders have responsibility and accountability for measuring and evaluating individual performance in the organization. It should be done by continuous assessment and evaluation approach. FMHACA has performance standards used to measure and evaluate leaders and other

employees. However, leaders did not follow the policy to evaluate their subordinates. They evaluate employees by one time record.

The biggest challenge for FMHACA is lack of continuous assessment and evaluation of individual and organizational performance to improve motivation, commitment, and job satisfaction, to avoid early resigns of employees and low performance. Retaining talented and experienced employees is also the main problem in the organization. In order to address such problems, it is necessary to understand the practice of performance management system which has direct relationship with organizational performance. Hence, this study aimed to fill the gap between the policy and practice of performance management system in FMHACA.

### **1.3 Research Questions**

In order to achieve the objectives of the study, five basic questions were raised in the research. These are:-

- What are the objectives of performance management practice in FMHACA?
- What are the major problems underlying the performance management practice of the FMHACA?
- Are performance management practices aligned to business strategy of the FMHACA?
- How performance management system integrates with other functions of HR in FMHACA?
- How is the outcome of performance management contributed for decision making in FMHACA?

### **1.4 Objectives of the Study**

#### **1.4.1 General objective**

The general objective of this study is to assess performance management practices in Addis Ababa Food Medicine & Healthcare Administration & Control Authority (FMHACA).



### **1.4.2 Specific Objectives**

#### **The specific objectives of this study are:-**

- Assess the overall practice of performance management system in FMHACA?
- Identify major problems underlying the performance management practice of the FMHACA?
- Know the alignment of performance management practices to business strategy of the FMHACA?
- Identify the integration of performance management system with other functions of HR in FMHACA?
- Identify the result of performance management contributed for decision making in FMHACA?

### **1.5 Significance of the Study**

The study would be of great significance in several ways. First of all, the finding of the study would help Addis Ababa Food, Medicine and Healthcare Administration and Control Authority to come up with good performance management policies that can improve employees' performance as well as organizational performance. Secondly, the research findings would help the leaders to exercise continuous assessment and evaluation system so as to evaluate individual and organizational performance. The findings also would be important to create awareness about the most determinants factor that can build performance management system in FMHACA.

In addition to this, the finding of this study would have added value to the knowledge in other performance management studies. And finally it would give direction for other researcher that needs to conduct further study in this subject matter. Moreover it contributes to the existing empirical studies and significance of conducting research for those researchers on the related topic

## **1.6 Delimitation of the Study**

This research mainly focuses on Performance Management Practice in Addis Ababa Food Medicine & Healthcare Administration & Control Authority (FMHACA). The scope of the study is a sample of leaders and subordinates which are taken from FMHACA. It doesn't not cover other elements of the organizations overall working practice. It only focuses on performance management system which is actually practiced in FMHACA.

## **1.7 Limitation of this study**

The major limitation of this study was relatively small number of sample respondents and focused only a single organization. This is as a result of some constraints such as time and lack of sufficient fund. But this small number of sample size does not affect the result of this research. The study also geographically limited to Addis Ababa Food Medicine & Healthcare Administration & Control Authority (FMHACA) only. another limitation was COVID-19 pandemic in our country that affect my activity.

## **1.8 Organization of the paper**

This research consists of five chapters. Chapter one gives the background information and statement of the problem. It covers research questions, objectives, significance, scope and limitation of the study. Chapter two discusses the key concept of performance management which is used in this research to address the problem in a broader perspective of literature. It develops the theoretical framework of performance management. Chapter three focus on the research design and methodology. Sampling techniques, sample size, data source and data collection instrument are discussed. Chapter four presents the finding and analysis of the research. Finally, chapter five summarize the main findings in the conclusion part and gives recommendations to assist FMHACA concerning performance management in the future.

## **CHAPTER TWO**

### **LITERATURE REVIEWS**

This chapter assesses relevant theories on the concept of performance management. The definition and theories of performance management are explored. Purposes of performance management and performance management system are also looked at. Employee Participation in the Performance Management is discussed. A review of past findings on the practice of performance management is presented. At the end of the chapter the practical framework of performance management for this study is presented.

#### **2.1 Overview of Performance Management**

Performance management is a formal program in which employees are told the employer's expectations for their performance and rated on how well they have met those expectations. Performance managements are used to support Human Resource decisions, including promotions, terminations, training, and merit pay increases. "Performance Management" has been synonymous with performance review, performance evaluation, and other terms and combinations of terms.

According to Longenecker (1997) performance management is two rather simple words that often arouse a raft of strong reactions, emotions, and opinions, when brought together in the organizational context of a formal management procedure. Most organizations throughout the world regardless of whether they are large or small, public or private, service or manufacturing, use performance management, with varying degrees of success, as a tool to achieve a variety of human resource management objectives. Organizations use different tools and have a number of goals for performance managements, often resulting in some confusion as to the true purpose of performance management systems. However, at its core, the performance management process allows an organization to measure and evaluate an individual employee's behavior and accomplishments over a specific period of time (Wiese and Buckley, 1998).

Yong (1996) defines performance management as "an evaluation and grading exercise undertaken by an organization on all its employees either periodically or annually, on the outcomes of performance based on the job content, job requirement and personal behavior in the position". Therefore, HR development, begins with the orientation of

new employees, HR training and development, and also includes the necessary information to accommodate technological changes. Encouraging development of all employees including supervisors and managers is necessary to prepare organizations for future challenges. Career planning identifies paths and activities for individual employees as they develop within the organization. Assessing how well employees are doing their jobs is the focus of performance management (Mathis and Jackson,1997). Furthermore, Gomez-Mejia (2001) stated that performance management as the process of identification, measurement, and management of human performance in organization. Therefore, to make these effective organizations should develop a system that serve as a tool to performance management process.

The focus of the performance management is measuring and improving the actual performance of the employee and also the future potential of the employee. Performance management and evaluation is identified as the identification, Measurement and management of human performance in organizations and provides individuals with useful feedback and coaches them to higher levels of Performance. Performance managements are important part of organizational life because they can serve a number of functions/purposes, including solving performance problems, setting goals, administering rewards and discipline, and dismissal (Dickinson and Ilgen, 1993 as cited in Emami, 2011). He further asserts that, therefore, the performance management system should:

- Be correlated with the organizational mission, philosophies and value system;
- Cover assessment of performance as well as potential for development;
- Take care of organizational as well as individual needs; and help in creating a clean environment
- Linking rewards with achievements,
- Generating information for the growth of the employee as well as of the organization and Suggesting appropriate person-task matching and career plans.

Toppo and Prusty (2012) in their paper entitled From Performance Appraisal to Performance Management while discussing the emergence of performance evaluation. They stated that formal management of employee's performance is believed to have been started for the first time during the First World War. The US Army adopted the "Man-to-man" rating system for evaluating military personnel. This early employee's management system was called "merit rating". From the army this concept entered the business field and was restricted to hourly-paid workers. During 1920s, relational wage structures for hourly-paid workers are adopted in

industrial units and each worker was used to be rated in comparison to others for determining wage rates.

In the 1940s behavioral methods are developed using a motivational approach. These included behavioral anchored rating scales (BARS), behavioral observation scales (BOS), behavioral evaluation scales (BES), critical incident, and job simulation. All these judgments are used to determine the specific levels of performance criteria to specific issues such as customer service and rated in factors such as “excellent”, “average”, “need to improve” or “poor”. Post-1945 developed into the results-oriented approaches and led to the development of management by objectives (MBO) (Prowse & Prowse, 2009). In the 1960s the development of self-management by discussion led to specific time and opportunity for appraisals to evaluate their performance reflectively in the discussion and the interview developed into a conversation on a range of topics that the appraisee needed to discuss in the interview. In the 1990s 360-degree management developed, where information was sought from a wider range of sources and the feedback was no longer dependent on the manager-subordinate power relationship but included groups appraising the performance of line managers and peer feedback from peer groups on individual performance (Redman and Snape, 1992 as cited in Toppo and Prusty, 2012). So since 1940s, the philosophy of performance management has undergone tremendous changes. The common terms used include merit rating, behavioral assessment, employee evaluation, personnel review, staff assessment, and progress report and performance management. However, the most widely used term is performance management (Danielle and Buckley, 2005).

## **2.2 Purpose of Performance Management**

According to Aguinis (2007), Performance management has a number of purposes including, Strategic, communication, development as well as organizational maintenance discussed below.

**Strategic:** It links the organization’s goals with individual goals, thereby reinforcing behaviors consistent with the attainment of organizational goals.

**Administrative:** It is a source of valid and useful information for making decisions about employees, including salary adjustments, promotions, employee retention or termination, recognition of superior performance, identification of poor performers, layoffs, and merit increases.

Communication: It allows employees to be informed about how well they are doing, to receive information on specific areas that may need improvement, and to learn about the organization's and the supervisor's expectations and what aspects of work the supervisor believes are most important.

Developmental: It includes feedback, which allows managers to coach employees and help them improve performance on an ongoing basis.

Organizational maintenance: It yields information about skills, abilities, promotional potential, and assignment histories of current employees to be used in workforce planning as well as assessing future training needs, evaluating performance achievements at the organizational level, and evaluating the effectiveness of human resource interventions.

According to Armstrong (2009), an effective performance management process sets the foundation for rewarding excellence.

- By linking individual employee work efforts with the organization's mission and objectives, the employee and the organization understand how that job contributes to the organization.
- By focusing attention on setting clear performance expectations (results + actions & behaviors), it helps the employee know what needs to be done to be successful on the job. Through the use of objectives, standards, performance dimensions, and other measures it focuses effort. This helps the department get done what needs to be done and provides a solid rationale for eliminating work that is no longer useful.
- By defining job-mastery and career development goals as part of the process, it makes it very clear how the current position supports employee growth and the additional opportunities the employee needs to explore. Through regular check-in discussions, which include status updates, coaching, and feedback, it promotes flexibility, allowing the supervisor and the employee to identify problems early and change the course of a project or work assignment.
- By emphasizing that an annual appraisal should simply be a summary of the conversations held between the supervisor and the employee during the entire cycle, it shifts the focus away from performance as an "annual event" to performance as an ongoing process. An effective performance management process, while requiring time to plan and implement, can save management and the employee time and energy. Most

importantly, it can be a very effective motivator; since it can help both management and the employee achieve the best possible performance.

According to Aguinis (2007), the following characteristics are important ingredients of an ideal performance management system.

- Strategic congruence. The system should be congruent with the unit and organization's strategy.
- Thoroughness. The system should be thorough.
- Practicality. Good, easy- to –use systems.
- Meaningfulness. The system must be meaningful.
- Specificity .A good system should be specific
- Reliability. It is free from error
- Validity. The measures of performance should also be valid.
- Acceptability and fairness. Good system is acceptable and is perceived as fair.
- Inclusiveness. Good systems include input from multiple sources on an ongoing basis.
- Openness. Good systems have no secrets.
- Correctability
- Standardization etc...

The successful implementation of a comprehensive performance management system can provide everyone the direction and support they need to enhance and improve their productivity and standards on a regular basis. Besides serving as important input to the organization's developmental efforts, performance management programs can also provide information for effective work force planning and compensation projections. A comprehensive performance management program allows managers to gain relevant and timely insights into their employees' goals, desires and abilities, thereby enabling them to execute better motivational strategies and fairer evaluation methods for each person as per his or her performance. For employees, a comprehensive performance management program can clarify their jobs, the expectation of managers from them, as well as the perception of managers regarding their performance for each task and responsibility. A good comprehensive performance management program also provides relevant and timely information for those organizational goals.

One purpose of performance management in regard to people development is that effective coaching can build an employee's confidence and commitment while resolving performance attitude problems on a just-in-time basis (James Rollo, 2001).

## 2.3 Performance Management System

Performance management system, according to Aguinis (2005), usually measures both behaviors (what an employee does) and results (the outcomes of an employee's behavior). In order to realize the purpose of performance management, organizations should carefully design management system and implement accordingly. According to Gomez-Mejia (2001), the first step in the performance management process is identifying what is to be measured. This process seems fairly simple at first glance. In practice, however, it can be quite complicated.

The first step in the performance management process is identification of performance dimensions. 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 the whole management process as meaningless. The second step in performance management 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.

Different techniques for measuring performance have been developed over the years. According to Gomez-Mejia (2001), techniques of measuring performance of employees involve wide array of management formats from which to choose. Here we discuss the formats that are most common legally defensible. These formats can be classified in two ways:

1. The type of judgment that is required (relative or absolute), and
2. The focus of the measure (trait, behavior, or outcome).

PA roots in the early 20th century and its existence consists of different approaches in its history. The three approaches that deal with PA are presented below (Heneman, 1996).

The traditional trait rating scale approach: involves rating an individual's personal traits or characteristics. Commonly assessed traits are: initiation, decisiveness and dependability. Although the trait approach is widely used by managers and it is generally considered by experts to be the weakest. It contains different method during application.



Behaviorally anchored rating scale approach: is done on job-by-job basis. The steps in developing a behavioral anchored rating scale are both time consuming and rigorous. It contains different method, during application.

Management by objectives approach: focuses on the product of one's efforts. It is the most common format for the results approach. Also, it contains different methods during application (Heneman, 1996).

## **2.4 Employee Participation in the Performance Management**

Rasheed (2011) asserted their views about the participation of employees in management systems. They said that through participation, employees are given an opportunity to raise their voice. They further added that biasness reduces and trust on the supervisors develops when performance standards and criteria for evaluation are set with the help of employee in a joint session between employee and supervisor. Decreased employee participation increases management related tension and appraiser- appraised conflicts.

Comprehensive and effective participation within the performance management consists of joint rater-rated development of: 1) performance standards, 2) the rating form, 3) employee self-management, and 4) rate participation in the interview (P.E, 1992, as cited in Roberts, 2003).

Performance Standards Participation: Clear and specific standards of performance are major elements of a valid and reliable performance management system. The key is to develop standards that measure the essential job duties and responsibilities utilizing a balance of process, outcome, and individual and group based performance standards. The development of reliable, valid, fair and useful performance standards is enhanced by employee participation, as workers possess requisite unique and essential information necessary for developing realistic standards (Jordan, 1990, as cited in Roberts, 2003).

Rating form participation: Employee participation in developing the rating form and management procedures is the logical extension of the development of performance standards. The rating form summarizes the formal operational definition of what the organization considers worthy of formal management. As such, it is important to gather employee input on the aspects of performance formally appraised as well as the measurement scales provided (Roberts, 1996).

## 2.5 Empirical Literature

There are extensive empirical studies in relation to performance management system. Therefore, in this section the most selected and related empirical finding of related literatures are presented.

Mark J. Hooper and David Newlands (2009) carried out study on performance management: survey evidence of management and evaluation from Libyan corporations revealed that the system did not identify their work strengths and weaknesses besides it considered that their system is not a proper tool for promotion and training. The current performance management of the organization characterized by bias, which negatively influenced employee's performance and it did not clarify how they can improve their performance. Again the study indicated that no effective feedback on their performance and lack of common implementation i.e. It showed that there are no smooth relationship between employees and management. Its working environment is a significant factor inducing low performance and assures that stressful responsibilities, conflicts, working overtime without allowances, limited resources and company rules and regulations negatively affected their performance. Similarly the study stated that they had never received any kind of formal training.

Hall (2002) reports that most American counties have institutionalized approaches for improving organizational performance. Performance management is one tool that provides idea for implementing Government Performance and Results Act (GPRA). GPRA is a law that focuses on interpreting strategies and resources to get the outcomes needed for unique missions. The focus of the GPRA through the President's Management Agenda (PMA) is a citizen-cantered government that is accountable for results.

S. Machingambi, C. Maphosa, A. Ndofirepi, E. Mutekwe and N. Wadesango (2013) conducted an empirical study on Perceived Challenges of Implementing the Performance Management System in Zimbabwe high schools. The study found that lack of training on performance management (PM), abuse of the system by school heads, failure by school management to provide staff development programs, lack of meaningful reward as well as shortage of resources are the major obstacles affecting the implementation of performance management system. The study conducted by Hassan Danial Aslam (2010) on improving performance management practices in IT firms of Pakistan indicated that the organization needs to remind itself the crucial role of HR in employee's performance evaluation and development. The result of the research findings shown that there is

high level of discomfort, job dissatisfaction or motivation is creating rigid gap between employees and management which is speedily leading the company towards performance decline.

M. Khasro Miah and Chowdhury Golam Hossan (2012) have conducted an empirical study on performance management system in UK retail industry found that implementation of performance management system is different what it is supposed to be. The top level management acknowledges that they are not good in implementing their employee performance management system and most of their line managers are not trained enough to conduct the employee performance review. There is no performance management committee and no formal procedures for performance management.

According to SHRM survey, the 2000 Performance Management Survey showed that performance management in organizations is evolving from a system dominated by the performance management to a system that focuses on employee development. However, the transition is far from complete. Stronger executive support for performance management and increased employee participation in development activities is needed in order for performance management systems to truly become a tool to help attract and retain talent.

Reports from an Australian organization revealed that Performance Management System (PMS) had a more positive impact on performance than it did on employees. The work groups that are already performing well benefited from PMS, whereas those that are not, had a more negative attitude to PMS and was less positive about its impact on performance (Harper and Vilkinas, 2005).

Alwadael (2010) carried out a study on employee's perception of satisfaction with performance management of electricity and water authority at kingdom of Bahrain and data are collected from 258 sample respondents. The descriptive finding of the study indicates that performance management satisfaction is low with mean=2.66 and SD=1.14. This finding indicates that employees are dissatisfied in the existing performance management system. Abdulkadir (2012) conducted a study on the effects of strategic management, career planning and employee participation on organizational commitment at 24 Mega banks in Nigeria. A total of 57 questionnaires are distributed to the sampled 19 banks. The study finding indicates that there is a significant positive relationship between performance management system and organizational commitment with correlation coefficient of 0.57.

## **2.6 The practical Framework of Performance Management System in FMHACA**

In the context of FMHACA, Performance Management System is a system that describes and represents the process of performance planning, monitoring, measurement, and review and reporting of individual, team and organizational performance. The process of Performance Management is comprised of three important parts (1) Planning Individual Performance (2) Monitoring individual Performance (3) Reviewing Individual Performance. These occur in a specified sequence. Planning is made at the beginning of the year while monitoring is continued throughout the year as the plans are executed. Reviewing takes place once a year for leaders and twice a year for subordinates. Each one of these phases requires certain concrete actions by the leaders and each individual of the organization. They provide appropriate inputs by keeping the whole process in perspective.

The planning and reviewing phases are quarterly reviewed based on the changing events if any. Leaders and subordinates are participated in the planning and reviewing process of the performance management process in FMHACA. Monitoring phase is a continue process throughout the year.

## **CHAPTER THREE**

### **RESEARCH DESIGN AND METHODOLOGY**

This chapter describes the research design and methodology used to examine the practice of performance management system in FMHACA. The structure of this chapter will begin with the research design, sample and sampling technique, instrument for data collection, procedure of data collection, method of data analysis, reliability and validity and ethical issue.

#### **3.1 Research Design**

According to (Robson 2002:59), as cited in Saunders et al.(2009) descriptive research is a research type which describes phenomena as they exist and it is used to identify and obtain information on the characteristics of a particular problem or issues. The assumption of this research is descriptive research. Its aim is to examine the practice of performance management system in FMHACA. Quantitative research approach was considered to be appropriate to gather data and address the research questions of this study. This is because it leads to accurate conclusion about the nature of the performance management system. A quantitative research is based on the measurement of quantity or amount of performance management indicators. This study was concerned with describing the perceptions, opinions, attitudes and motives of employees who are serving in FMHACA.

Every organization's management is special and thus requires flexible research approach in the process. This means that the research does not strive to find generalized theories but to study cultural elements in natural conditions. Descriptive survey design is also appropriate to collect different types of data on situation that exist, opinions that prevail, trends that are developed and preferences that are sought. Therefore, descriptive research is more contexts bound than other research designs for this study.

A descriptive survey design describe a given state of affairs as it exists at present (Fraenkel and Wallen, 2008). The reason for the selection of such approach is that this research involves examining Performance Management Practice in Addis Ababa Food Medicine & Healthcare Administration & Control Authority (FMHACA).

A cross-sectional survey design was adopted in this study. This is where data is collected at one point in time from a predetermined population (Fraenkel and Wallen, 2008). The variables are measured once through a survey where the opinions of the respondents are illustrated.

## **3.2 Population of the Study**

Population is the total members of a defined class of people, objects, places or events selected because they are relevant to one's research questions. In this study, the target population is all permanent employees who are working in Addis Ababa Food Medicine & Healthcare Administration & Control Authority (FMHACA). The population is composed of permanent employees who are working in various positions of managerial, clerical and non-clerical positions in FMHACA and who have at least two year experience. The reason of selecting these employees as a target population is that they have at least two years' work experience on the review of performance management in FMHACA. According to the organizational structure of Addis Ababa Food Medicine & Healthcare Administration & Control Authority, there are two directorates. Therefore, to achieve the objective of this study, 123 permanent employees are selected as a total population of the study.

## **3.3 Sample and Sampling Technique**

A sample is a selection of a group of people or events from a population to be able to find out true facts about the sample that will be true of the population. Because of relatively small number of employees, the sample size was equivalent with the entire population for this research. There was no inaccessibility, time and financial constraints. For this research, an estimated population size was 123 employees who are working in FMHACA. Due to this, a sample size of 123 respondents was chosen as a true reflection of the population for the study. The sample size of the study is 100% of the total population.

A non-probability sampling technique or purposive sampling technique was applied so as to obtain a representative sample of respondents from FMHACA. This technique is preferred because there are two departments in the office. All department and main section heads and employees are selected using purposive sampling technique. The purposive sampling technique was chosen in sampling for leaders and employees because each item in the population has of being included in the sample. To summarize, the researcher used a purposive sampling techniques to select samples. Since it ensures that the sample become representative and improves efficiency of data collection.

**Table 1 Sample and Sampling Technique**

Department	Population	Sample Size	
		Leaders	Subordinates
FMHACA Office	21	1	20
Food and Drink Directorate	52	3	49
Health Institution Directorate	50	3	47
<b>Total</b>	<b>123</b>	<b>7</b>	<b>116</b>

Source: Researcher's field survey 2020

### 3.4 Data Sources

The data for this study was drawn from two main sources; primary and secondary data sources. According to Fraenkel and Wallen (2008) primary data source is data prepared by individuals who was participant in or a direct witness to the event that is being described. This type of data is more accurate. Basically this research is empirical in nature. Because of this, primary data mainly obtained from the responses of leaders and subordinates to address the research questions of the study. Due to the objective of the research, the more emphasis was given to primary data source.

The secondary sources of data refer to data collected by researcher other than the user of the information. This kind of previously collected information can be relevant to the studied problem. According to Fraenkel and Wallen (2008), the secondary source is a document prepared by an individual who was not a direct witness to an event but who obtained information from someone. Available handbooks, annual reports, performance reports, employment policies, relevant information from the FMHACA's website, blogs, journals, newsletters and other documented materials made up the secondary data used by the researcher. The data obtained from these sources were scrutinized for reliability, validity, adequacy and suitability in answering research questions. The use of multiple independent sources of data was to establish the truth and accuracy of any claim; thus it is expected to enhance the reliability and validity of the study.

### **3.5 Data Collection Instrument and Procedure**

Data collection instruments are the tools used to collect information as part of a research. The validity and reliability of data collection and instruments is of extreme importance to any sample survey. It is therefore essential to properly design data collection instruments so as to reach reliable and valid conclusions. For the purpose of this study, a structured questionnaire had been developed. The questionnaire includes both close ended questions with predetermined scale for response and open ended questions providing respondents with freedom to express their perception. The questionnaires describe the respondents' personal views of Performance management practice.

The data collection procedure was depends on three consecutive steps. They are the pre-field work stage, field work stage and post- field work stage. In the pre-field work stage, the required data to be collected through interviews, literature review, and questionnaire will be identified and then potential sources of data and key contact persons will be identified. During field work stage, the identified data during the pre-field work will be collected from primary and secondary sources. Finally, during post- field work stage the researcher will make processing, analyzing and presenting the data by using different data analysis instruments.

### **3.6 Method of Data Analysis**

Data collected from the completed questionnaires were inspected first of all, cleaned, transformed and organized into useful information for easy comprehension. The researcher, with the aid of Statistical Package for Social Sciences (SPSS) and Microsoft excel presented the final data in charts and diagrams. The SPSS was used to obtain frequencies and percentages of close ended responses; and open ended responses were analyzed in a qualitative manner.

### **3.7 Reliability and Validity of Instrument**

Reliability and validity are the statistical criteria used to assess whether the research provides a good measure. They are the two important concepts that should be considered when the researcher select or design the instrument. According to Fraenkel and Wallen (2008) reliability refers to the consistency of scores or answers from one administration of an instrument to another and from one set of items to another. If an instrument is reliable, it provides consistent result. The term validity refers to the appropriateness, meaningfulness,



correctness, and usefulness of any inferences a researcher draws based on data obtained through the use of an instrument (Fraenkel and Wallen, 2008). It is the degree to which an instrument measures what it is supposed to measure (Kothari, 2008). Reliable measuring instrument does contribute to validity, but a reliable instrument need not be a valid instrument (Kothari, 2008). The questionnaire was pre-tested with 25 employees to test the content validity of the instrument and also to check the clarity, length, word ambiguity and structure and their suggestion were incorporated before the final distribution of the questionnaire.

Cronbach's alpha is a commonly used test of internal reliability. A computed alpha coefficient varies between 1, denoting perfect internal reliability, and 0, denoting no internal reliability. The figure of .75 or more usually is treated as a rule of thumb to denote an accepted level of reliability (Singh, 2007). Accordingly, the following tables show the Cronbach's alpha result of the questionnaires

**Table 2 Reliability and Validity of Instrument**

<b>variables</b>	<b>Cronbach's Alpha</b>	<b>Remark</b>
The Objectives of Performance Management	0.86	Acceptable
The Problems Underlying PMS	0.87	Acceptable
Alignment of PMS with Business Strategy	0.91	Acceptable
Integration of PMS with other HRM Functions	0.90	Acceptable
Contribution of PMS Outcomes for Decision Making	0.86	Acceptable

The results from analysis indicated that the Cronbach's Alpha value for The Nature of Performance Management is 0.86, For the second variable which is The Problems Underlying PMS is 0.87, the value for Alignment of PMS with Business Strategy were 0.91. While Integration of PMS with other HRM Functions and Contribution of PMS Outcomes for Decision Making measured 0.90 and 0.86 respectively, on the overall the results from analysis indicated that the Cronbach's Alpha value for the variables are greater than .75 This suggested that the internal reliability in this study was acceptable and it indicated to be good. According to Singh (2007), the result is confirmed that all are acceptable.

### **3.8 Ethical Issues**

The study was conducted in such a way that it considers ethical responsibility. Ethical responsibility include, providing information about the study for respondents (like who's conducting the research, for what and who will benefit), also the study provided anonymity, means the information from the respondents was confidential and was not used for any personal interest

## **CHAPTER FOUR**

### **PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA**

This chapter presents and discusses the results of data collected. Descriptive statistics was used to summarize quantitative data. The results of the analysis of performance management practice in FMHACA were discussed. This helped the researcher to interpret and understand the results.

#### **4.1 Sample Response Rate**

The data for the study was distributed to two directorates at Addis Ababa Food Medicine & Healthcare Administration & Control Authority. They are Food and Drink Directorate and Health institutions Directorate. The sample plan of this study was all population which was composed of 7 leaders and 116 employees. A total of 123 questionnaires were distributed to the respondents and out of these questionnaires a total of 119 questionnaires were successfully completed and returned. The total response rate was 96.7%. As a result, the analysis of this research is based on the number of questionnaires collected. This is more clarified under the following table.

**Table 3 Sample Response Rate**

<b>Position</b>	<b>Sample Taken</b>	<b>Response Rate</b>
Leader	7	100%
Subordinate	112	96.6%
<b>Total</b>	<b>119</b>	<b>96.7%.</b>

#### **4.2 Demographic Characteristics of Sample Respondents**

A demographic characteristic of 119 sample respondents of FMHACA who participated in this research was summarized in the form of frequency and percentage. Data presented graphically for each of the variables. The characteristics include gender, age, work experience and educational level.

## 4.2.1 Gender Distribution

Table 4 Gender Distribution

Gender	Frequency	Percent	Cum. Percent
Male	61	51.3	51.3
Female	58	48.7	100.0
<b>Total</b>	<b>119</b>	<b>100.0</b>	

The data obtained from the questionnaire which shown in the table above reveals that out of the 119 respondents 51.3 % (61) were Males and the remaining 48.7 % (58) were Females. This explains that the number of male employees slightly greater than female respondents who were participated in this study. Hence, It can be said that approximately equal number of male and female employees working together in FMHACA.

## 4.2.2 Age of the Employees

Age of Employees	Frequency	Percent	Cum. Percent
21 to 25 years	21	17.6	17.6
26-30 Years	37	31.1	48.7
31 to 35 Years	36	30.3	79.0
36 to 40 years	15	12.6	91.6
Above 41 Years	10	8.4	100.0
<b>Total</b>	<b>119</b>	<b>100.0</b>	

The majority of the respondents (31.1%, n=37) were between the ages of 26 and 30 years old. While 30.3% or n=36 of the respondents fell above between 31 years and 40 years.. Similarly, respondents whose age lies between 21 and 25 years were 17.6 % or n=21. Of the total responses, 91.6% of the respondents were within the age ranges of 21 to 40 years. This shows that the majority of the employees in FMHACA were young. Therefore, the majority employees were within the productive age.

### 4.2.3 Educational Background

Table 5 Educational Background

<b>Educational Level</b>	<b>Frequency</b>	<b>Percent</b>	<b>Cum. Percent</b>
Diploma	6	5.0	5.0
First Degree	70	58.8	63.9
Master Degree	40	33.6	97.5
Doctorate Degree	3	2.5	100.0
<b>Total</b>	<b>119</b>	<b>100.0</b>	

Table 4 in the above indicates that employees who are participated in this study hold a range of educational qualification from diploma to Doctorate's Degree level. The majority of the respondents which represents 58.8 % or n= 70 were First Degree holders followed by Master's Degree holders which represents 40 (33.6 %), while the remaining 6 (5.0 %) and 3 (2.5%) of the respondents were Diploma and Doctorate Degree holders respectively. This indicates that most of the respondents were academically qualified in their respective job undertakings and hence understood the practice of performance management in FMHACA.

### 4.3 Employees Response about the Objectives of Performance Management

The General Objective of this study is to assess Performance management practices in Addis Ababa Food Medicine &Healthcare Administration & Control Authority (FMHACA). From the general objectives, five specific objectives have been developed to address the research questions in this study.

The first objective of the study was to assess the objectives of performance management practice in FMHACA. The research questions related to performance management practice was the objectives of performance management practice in FMHACA. This was analyzed with data gathered from questionnaire given to employees who are working in FMHACA.

Code	Variables	S. Disagree		Disagree		Neutral		Agree		S. Agree	
		F	%	F	%	F	%	F	%	F	%
PM1	My Organization knows and appreciates the concept and objective of Performance management system.	10	8.4	12	10.1	48	40.3	41	34.5	8	6.7
PM2	In my opinion, there is a formal performance management process in FMHACA	29	24.4	53	44.5	10	8.4	26	21.8	1	0.8
PM3	The goals of the organization are effectively Communicated in FMHACA	16	13.4	44	37.0	31	26.1	18	15.1	10	8.4
PM4	Communicated goals improve performance and bring success for my organization	15	12.6	9	7.6	27	22.7	57	47.9	11	9.2

Table 6 Employees Response about the Objectives of Performance Management

It can be observed from the table 5 above, majority of the respondents 40.3% (n=48) had no any opinion on the statement that my organization knows and appreciates the concept and objective of performance management system. 34.5 % (n=41) and 6.7 % (n=8) of the respondents agree and strongly agree respectively on the statement that FMHACA knows and appreciates the concept and objective of Performance management system. Whereas 10.1 % (n=12) and 8.4 % (n=10) of respondents dis agree and strongly disagree on the item Pm1 in the above table 5.

In response to the item PM2 as to the formal performance management process, 44.5% (n=53) of the employees who participated in this study disagreed with the statement that there is formal performance management process in FMHACA. 24.4 % (n=29) and 21.8% (n=26) of the respondents strongly disagreed and agreed with the state,ment that there is formal performance management process.

As indicated in the table 6 above item PM3, majority of the respondents 37 % (n=44) disagreed with statement that the goals of the organization are effectively communicated in FMHACA. 26.1 % (n=31) of the respondents had no opinion on the qoustion that the goals of the organization are effectively communicated in the organization. 15.1 % (n= 18) and 13.4 % (n=16) agreed and strongly dis agreed that item PM 3 respectively.

Regarding to item PM4. 47.9 % (n= 57) of the respondents agreed with the statement that Communicated goals improve performance and bring success for my organization. 22.7 % (n=27) of the employees who participated in this study had no opinion on the statement that Communicated goals improve performance and bring success for my organization. 12.6 % (n=15) and 7.6 % (n=9) of the respondents strongly disagreed and agreed respectively with the statement that communicated goals improve performance and bring success for my organization

Hence, from the data calculated and analysed about the objectives of performance management, it can be said that there is formal performance management system in FMHACA. The goal of the organization is effectively communicated in the organization. It means that employees aware about the objectives of the organization so that they can improve organizational performance.

#### 4.4 Employees Response about the Problem Underlying PMS

Code	Variables	S. Disagree		Disagree		Neutral		Agree		S. Agree	
		F	%	F	%	F	%	F	%	F	%
PM5	There is lack of alignment between organizational and individual goals	16	13.4	15	26.1	31	26.1	54	45.4	3	2.5
PM6	There is a tendency of giving unbalanced targets for similar positions.	5	4.2	32	26.9	21	17.6	43	36.1	18	15.1
PM7	There is no fair job rotation among employees in our office.	15	12.6	34	28.6	21	17.6	40	33.6	9	7.6
PM8	FMHACA doesn't provide employees sufficient resources to execute the job.	5	4.2	23	19.3	37	31.1	45	37.8	9	7.6
PM9	Performance assessment is not based on written evidences.	5	4.2	57	47.9	21	17.6	27	22.7	9	7.6
PM10	There is no clear mechanism to address under performance.	7	5.9	43	36.1	11	9.2	49	41.2	9	7.6

Table 7 the Problem Underlying PMS

As indicated in table 7 above, majority of the respondents 45.4 % (n=54) agreed with the statements that there is lack of alignment between organizational and individual goals. Concerning item no PM5, 26.1 % (n= 31) of respondents had no opinion on the alignment of organizational objectives with individual objectives. 12.6 % (n=15) of employees disagreed

with the alignment of organizational and individual objectives where as 13.4 % (n=16) of the respondents strongly dis agreed with the statement that there is lack of alignment between organizational and individual goals.

The results in the table 6 above show that 36.1 % (n=43) of the respondents agreed with the statement that there is a tendency of giving unbalanced targets for similar positions where as 26.9 % (n=32) of the respondents disagreed with the statement item no PM6. 17.6 % (n=21) of the respondents had no opinion about the tendency of giving unbalanced targets for similar position. The remaining 15.1 % (n=18) and 4.2 % (n=5) of the respondents strongly agreed and strongly disagreed respectively with the statement that there is a tendency of giving unbalanced targets for similar positions.

It can be observed from the table 7 above that majority of the respondents 33.6 % (n=40) agreed with the statements that there is no fair job rotation among employees in our office where as 28.6 % (n=34) of the employees who participated in this study disagreed with the statement. 17.6 % (n=21) of the respondents remained neutral or no opinion about the statement that there is no fair job rotation among employees in our office. 12.6 % (n=15) and 7.6 % (n=9) of respondents strongly disagreed and strongly agreed with the statement that there is no fair job rotation among employees in our office.

Table 6 shows that the majority 37.8% (n=45) of the respondents agreed with the statements that FMHACA doesn't provide employees sufficient resources to execute the job where as 19.3 (n=23) dis agreed with the statement item PM8. 31.1 % (n=37) of respondents had no opinion that the organization doesn't provide sufficient resources to execute the job. 7.6 % (n=9) and 4.2 % (n=5) of respondents strongly agreed and strongly disagreed respectively with the statements that there is no sufficient resources to execute the job.

Table 6 above item no PM9 shows that majority 47.9 % (n=57) of the respondents disagreed with the statements that performance assessment is not based on written evidences where as 22.7 % (n=27) of respondents agreed with the question that performance assessment is not based on written evidences. 17.6 % (n=21) of the respondents remained neutral or no opinion about the statement that performance assessment is not based on written evidences. The remaining 7.6 % (n=9) and 4.2 % (n=5) of respondents strongly agreed and strongly disagreed with the statements that performance assessment is not based on written evidences.



As indicated in the table 6 above, majority 41.2 % (n=49) of the respondents agreed with the statements that there is no clear mechanism to address under performance where as 36.1 % (n=43) of respondents disagreed with the statement item no PM10. 9.2 % (n=11) of respondents had no opinion on the mechanism that address under performance. The remaining 7.6% (n=9) and 5.9 % (n=7) of respondents strongly agreed and strongly disagreed with the statement that there is no clear mechanism to address under performance.

So, the finding implies that organizational objectives are not aligned with individual's objectives. There is a tendency of giving unbalanced targets for similar positions in FMHACA. There is no fair job rotation among employees in FMHACA. Performance assessment is not based on written evidences in FMHACA .It is revealed that there are no sufficient resources to execute the job. There is also a mechanism used to address under performance.

#### 4.5 Employees Response about Alignment of PMS with Business Strategy

Code	Variables	S. Disagree		Disagree		Neutral		Agree		S. Agree	
		F	%	F	%	F	%	F	%	F	%
PM 11	I have clear understanding on vision and strategy of FMHACA	40	33.6	56	47.1	0	0.0	11	9.2	12	10.1
PM 12	According to my experience, there is a translation of the vision and strategy into clear and understandable goal measures.	26	21.8	60	50.4	10	8.4	22	18.5	1	0.8
PM 13	Employees have passion for the vision, strategy and goals among those who are implementing them.	41	34.5	22	18.5	14	11.8	40	33.6	2	1.7
PM 14	There is clarity regarding individual roles and requirements in supporting the strategic goals and the extent to which these has been effectively cascaded and interlinked across FMHACA.	35	29.4	37	31.1	33	27.7	12	10.1	2	1.7
PM 15	FMHACA provides clear and timely feedback on goal attainment and the drivers of those goals.	37	31.1	60	50.4	9	7.6	12	10.1	1	0.8
PM 16	FMHACA has meaningful incentive to encourage employees to develop or deploy sufficient capabilities to achieve the goals	34	28.6	39	32.8	20	16.8	24	20.2	2	1.7

Table 8 Alignment of PMS with Business Strategy

As indicated in the table 8 above, majority of the respondents 47.1% (n=56) and 33.6 % (n=40) disagreed and strongly disagreed respectively with the statements that I have clear understanding on vision and strategy of FMHACA whereas 10.1 % (n=12) and 9.2 % (n=11) of respondents strongly disagree and disagreed respectively with the statement that I have clear understanding on vision and strategy of FMHACA.

Table 7 item no PM 12 shows that majority of 50.4 % (n=60) disagreed with the statement that there is a translation of the vision and strategy into clear and understandable goal measures in FMHACA. 21 % (n=26) and 18.5 (n=22) of the respondents strongly disagreed and agreed respectively with the question that here is a translation of the vision and strategy into clear and understandable goal measures. The remaining 0.8 % (n=1) strongly agreed with item no PM12.

Concerning the passion for the implementation of vision, strategy and goals, majority of respondents 34.5 % (n=41) strongly disagreed with the statement that employees have passion for the vision, strategy and goals among those who are implementing them. 33.6 % (n=40) and 18.5 % (n=22) of the respondents agreed and disagreed respectively with the statements that employees have passion for the vision, strategy and goals among those who are implementing them. The remaining 11.8 % (n=14) of the respondents remained neutral or no opinion on the passion to implement the vision, strategy and goals.

As showed in the table 7 item PM14 in the above, majority of the respondents 31.1 % (n=37) and 29.4 % (n=35) of the respondents disagreed and strongly disagreed with the statements that there is clarity regarding individual roles and requirements in supporting the strategic goals and the extent to which these has been effectively cascaded and interlinked across FMHACA. 27.7 % (n=33) of the respondents had no opinion regarding the role of employees. The remaining 10.1 % (n=12) and 1.7 % (n=2) of respondents agreed and strongly agreed respectively with the statement that there is clarity regarding individual roles and requirements in supporting the strategic goals and the extent to which these has been effectively cascaded and interlinked across FMHACA.

As indicated in the table 7 above, majority 50.4 % (n=60) of the respondents disagreed with the item no PM15 that FMHACA provides clear and timely feedback on goal attainment and the drivers of those goals. 31.1 % (n= 37) of the respondents strongly dis agreed with the statements that the organization provides clear and timely feedback on goal attainment and the drivers of those goals. 7.6 % (n=9) of the respondents had no attitude about item no

PM15. The remaining 10.1 % (n=12) and 0.8 % (n=1) of the respondents agreed and strongly agreed with the statements that organization provides clear and timely feedback on goal attainment and the drivers of those goals.

As item no PM16 indicated that the majority 32.8 % (n=39) and 28.6 % (n=34) of the respondents disagreed and strongly disagreed with the statements that FMHACA has meaningful incentive to encourage employees to develop or deploy sufficient capabilities to achieve the goals. 20.2 % (n=24) of the respondents agreed with the question about the incentives to encourage employees to develop their capability. The remaining 16.8 % (n=20) had no view with the statement Item no PM16.

So the findings from the analysis are employees don't have clear and common understanding on vision and strategy of FMHACA. There is no system that interprets the vision and strategy into clear and understandable goal measures in FMHACA. Employees do not have passion for the implementation of vision, strategy and goals. There is clarity regarding individual roles and requirements in supporting the strategic goals and the extent to which these has been effectively cascaded and interlinked across FMHACA. It doesn't provides clear and timely feedback on goal attainment and the drivers of those goals. There is no meaningful incentive to encourage employees to develop or deploy sufficient capabilities to achieve the goals in FMHACA.

#### 4.6 Employees Response about Integration of PMS with other HRM Functions

Code	Variables	S. Disagree		Disagree		Neutral		Agree		S. Agree	
		F	%	F	%	F	%	F	%	F	%
PM17	Competencies used for PMS similarly applied to recruitment activities.	28	23.5	37	31.1	41	34.5	12	10.1	1	0.8
PM18	Competencies used for PMS similarly applied to selection activities.	27	22.7	53	44.5	21	17.6	12	10.1	6	5.0
PM19	Competencies used for PMS similarly applied to staffing activities.	14	11.8	49	41.2	23	19.3	32	26.9	1	0.8
PM20	Competencies used for PMS similarly applied to training and development activities.	16	13.4	39	32.8	31	26.1	32	26.9	1	0.8
PM21	Competencies used for PMS similarly applied to promotion activities.	21	17.6	14	11.8	32	26.9	49	41.2	3	2.5

Table 9 Integration of PMS with other HRM Functions

As indicated in table 9 in the above, majority of the respondents 34.5 % (n=41) had no opinion on the statement that competencies used for PMS similarly applied to recruitment activities. 31.1 % (n=41) of employees who participated in this study disagreed with the statements that competencies used for PMS similarly applied to recruitment activities. The remaining 23.5 % (n=28) and 10.1 % (n=12) strongly disagreed and agreed with the statement that competencies used for PMS.

Table 9 in the above indicated that 44.5 % (n=53) of the respondent disagreed with the statement that competencies used for PMS similarly applied to selection activities whereas 22.7 % (n=27) strongly disagreed with the statement that in the table 9 item PM16.17.6 % of the respondents remained neutral. The remaining 10.1 % (n=12) and 5 % (n=6) of the respondents agreed and strongly disagreed with the statement that competencies used for PMS similarly applied to selection activities.

Concerning item no PM19 in the table above, 41.2 % (n=49) of the respondents disagreed with the statements that competencies used for PMS similarly applied to staffing activities whereas 26.9 % (n= 32) of respondents agreed with this similar statements. 19.3 % (n=23) of the respondents remained neutral or no view about competencies used for PMS similarly applied to staffing activities. The remaining 11.8 % (n=14) of the respondents strongly agreed with the statement that competencies used for PMS similarly applied to staffing activities in FMHACA.

Table 9 shows the employees' response regarding Integration of PMS with other HRM Functions; they are asked Competencies used for PMS similarly applied to training and development activities, as it is stated in the table the majority 32.8 % (n=39) of the respondents disagreed and 26.9 % (n=32) of respondents agreed with the statement that competencies used for PMS similarly applied to training and development activities. 26.1 % (n=31) of the respondents had no view on item no PM20. The remaining 13.4 % (n=16) of the respondents strongly disagreed with the statements that Competencies used for PMS similarly applied to training and development activities.

As showed in the table 8 above, the majority 41.2 % (n=49) of the respondents agreed with the statements that competencies used for PMS similarly applied to promotion activities.17.6 % (n=21) and 11.8 % (n=14) of the respondents strongly disagreed and disagreed respectively with the statement that competency used for promotion activities. The remaining 26.9 % (n=32) of the employees who participated in this study had no opinion concerning promotion.

Thus, these analyses revealed that the majority of the respondents affirmed that Competencies does not used for PMS similarly applied to recruitment activities, selection activities, training and development activities and promotion activities. As indicated from the analysis that performance management system is not integrated with human resource management functions.

#### 4.7 Employees Response about Contributor of PMS outcomes for decision Making

Code	Variables	S. Disagree		Disagree		Neutral		Agree		S. Agree	
		F	%	F	%	F	%	F	%	F	%
PM22	My pay is tied to my performance outcome.	40	33.6	11	9.2	39	32.8	27	22.7	2	1.7
PM23	The performance management system in this organization is related to my development.	19	16.0	44	37.0	24	20.2	31	26.9	1	0.8
PM24	Result from employees performance management linked to reward and incentives.	26	21.8	62	52.1	10	8.4	18	15.1	3	2.5
PM25	Promotions are strictly based on PMS outcomes.	26	21.8	36	30.3	36	30.3	11	9.2	10	8.4

Table 10 PMS outcomes for decision making

Table 10 shows the employees' response regarding the Contributor of PMS outcomes for decision making. As it is stated in the table the majority 33.6 % (n=40) of the respondents strongly disagreed with the statement that my pay is tied to my performance outcome. 32.8 % (n=39) of the respondents had no opinion on the statements item PM22. The remaining 22.7 % (n=27) of the respondents agreed with the statement that my pay is tied to my performance outcome whereas 9.2 % (n=11) of respondents disagreed.

Concerning Item PM23, the analysis indicated that 37 % (n=44) of employees who participated in this study disagreed with the statement that the performance management system in this organization is related to my development. 26.1 % (n=31) of the respondents agreed with the statement item no PM23. 20.2 % (n=24) of respondents had no opinion about the performance management system related to development. The remaining 16 % (n=19) of the respondents strongly disagreed with the statement item no PM23.

Table 9 in the above item PM 24 shows that majority of the respondents 52.1 % (n=62) and 21.8 % (n=26) disagreed and strongly disagreed respectively with the statement that result from employees performance management linked to reward and incentives. 15.1 % (n=18) of the respondents agreed with the statement item no PM24. The remaining 8.4 % (n=10) of the respondents had no opinion on the result from employees performance management linked to reward and incentives.

As indicated in the table 9 above, the majority 30.3 % (n=36) of the employees who participated in this study disagreed with the statement that Promotions are strictly based on PMS outcomes where as 21.8 % (n=26) of the respondents strongly disagreed with the statement item no PM25. 30.3 % (n=36) of the respondents had no opinion on the statement that Promotions are strictly based on PMS outcomes. The remaining 9.2% (n=11) and 8.4 % (n=10) of the respondents agreed and strongly agreed respectively with the statement that promotions are strictly based on PMS outcomes.

So, majority of the respondents affirmed that the payment of employees does not link with performance outcome in the organization. The result of performance management is not linked with employees reward and incentives. Employees' promotion is not based on performance management results. And performance management system is not related with individual development in FMHACA.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATION**

This chapter discussed on the result obtained from chapter four. It provides summary of major findings, conclusion and recommendations. It also describes the implication of the findings. Finally, the conclusion and possible recommendation are presented.

#### **5.1 Summary of Major Findings**

The General Objective of this study is to assess Performance management practices in Addis Ababa Food Medicine & Healthcare Administration & Control Authority (FMHACA). Questionnaire was the main source of data. These questionnaires are distributed for 123 employees of FMHACA. Among them, 119 questionnaires were collected and used to analyze the data. This study was guided by five objectives and five research questions. Summary of findings are based on the four research questions which are analyzed separately as follows.

The first research question was about the objectives of performance management practice in FMHACA. The Data collected and analyzed indicated that majority of the respondents disagreed that there is formal performance management system in FMHACA. Employees has no any opinion about their organization performance management system. The objectives of the organization does notn effectively communicated to all employees. Employees does not have knowledge about the objectives of the organization in FMHACA. They are simply doing thire duties as given by immediate supervisor.

The second research question was the major problems underlying the performance management practice of the FMHACA. The analysis showed that majority of the respondents confirmed that organizational objectives are not aligned with individual's objectives in FMHACA. There is a tendency of giving unbalanced targets for similar positions in FMHACA. There is unfair job rotation among employees in FMHACA. Performance assessment is not based on written evidences in FMHACA. It is affirmed that there are no sufficient resources given to employees to execute the job. There is no clear mechanism used to address under performance.

The third research question for this study was performance management practices aligned to business strategy of the FMHACA. The findings from the analysis confirmed that employees don't have clear and common understanding on vision and strategy of FMHACA. There is no

system that interprets the vision and strategy into clear and understandable goal measures in FMHACA. Employees are not committed for the implementation of vision, strategy and goals. FMHACA doesn't provide clear and timely feedback on goal attainment and the drivers of those goals. There is no meaningful incentive to encourage employees to develop or deploy sufficient capabilities to achieve the goals in FMHACA.

The fourth research question for this study was performance management system integrates with other functions of HR in FMHACA. The data collected and analyzed affirmed that competencies does not used for PMS similarly applied to recruitment activities, selection activities, training and development activities and promotion activities. from the analysis it is affirmed that performance management system is not integrated with human resource management functions in FMHACA.

Research question five for this study was the outcome of performance management contributed for decision making in FMHACA. The majority of the respondents affirmed that payments including salary of employees do not link with performance outcome in the organization. The result of performance management is not linked with employees reward and incentives. Employees' promotion is not based on performance management results. And performance management system is not related with individual development in FMHACA.

## **5.2 Conclusion**

This study was aimed to assess performance management practices in Addis Ababa Food Medicine &Healthcare Administration & Control Authority (FMHACA). The study has been given prominence on the nature of performance management practice, the major problems underlying the performance management practice, the alignment of performance management practices to business strategy, the integration of performance management system with other functions of HR and the result of performance management contributed for decision making in FMHACA. From the major finding of this research, the following conclusions were drawn.

Concerning the objectives of performance management practice, it can be concluded that there is formal performance management system in FMHACA. The objectives of the organization does not effectively communicated to all employees. Employees does not have knowledge about the objectives of the organization in FMHACA. They are simply doing thire duties as given by immediate supervisor.



Concerning the major problems underlying the performance management practice, it can be concluded that organizational objectives are not aligned with individual's objectives in FMHACA. There is a tendency of giving unbalanced targets for similar positions in FMHACA. There is unfair job rotation among employees in FMHACA. Performance assessment is not based on written evidences in FMHACA. It is concluded that FMHACA doesn't provide sufficient resources given to employees to execute the job.

In relation to the alignment of performance management practices to business strategy, it can be concluded that employees don't have clear and common understanding on vision and strategy of FMHACA. There is no system that interprets the vision and strategy into clear and understandable goal measures in FMHACA. Employees are not committed for the implementation of vision, strategy and goals. FMHACA doesn't provide clear and timely feedback on goal attainment and the drivers of those goals. There is no meaningful incentive to encourage employees to develop or deploy sufficient capabilities to achieve the goals in FMHACA.

As regards to the integration of performance management system with other functions of human resource management, it can be concluded that competencies does not used for performance management system similarly applied to recruitment activities, selection activities, training and development activities and promotion activities. Performance management system is not integrated with human resource management functions in FMHACA.

Concerning the result of performance management contributed for decision making in FMHACA, it can be concluded that payments including salary of employees do not link with performance outcome in the organization. The result of performance management is not linked with employees reward and incentives. Employees' promotion is not based on performance management results. And performance management system is not related with individual development in FMHACA.

### **5.3 Recommendation**

Based on the conclusion raised above, the following recommendations were forwarded:-

- ❖ In order to aware the employees about the objectives of the organization, FMHACA should effectively provide training to all employees about the objectives of the organization.
- ❖ FMHACA should aligned organizational objectives with individuals' objectives. In order to encourage and develop commitment, there should be fair job rotation. And FMHACA should provide the necessary resources including budget to employees to execute the job.
- ❖ FMHACA should arrange training for employees to develop clear and common understanding on vision and strategy. It should design system that interprets the vision and strategy into clear and understandable goal measures in FMHACA. Commitment should be developed to implement the vision, strategy and goals of FMHACA. The organization should develop policy of employees' incentives to encourage and motivate employees to develop or deploy sufficient capabilities to achieve the goals in FMHACA.
- ❖ Performance management system should be integrated with human resource management functions to increase organizational performance. Employees competencies (Knowledge, skill and ability) should integrated with performance management system similarly applied to recruitment activities, selection activities, training and development activities and promotion activities.
- ❖ FMHACA should make decision concerning employees' payment including salary, promotion, reward and incentives based on result of performance management in order to develop rational human resource management system. Finally, performance management system should be related with individual development in FMHACA

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**Appendix: Questionnaire**

**St. Mary's University  
School of Graduate Studies  
Department Of Human Resource Management**

My name is Tadele Mebirat (Tel 0911075256). I am second year MA student. Currently I am conducting research on “Performance Management Practice in Addis Ababa Food, Medicine & Healthcare Administration & Control Authority (FMHACA)” as a partial fulfillment for MA Program.

The objective of the study is to assess Performance management practices in Addis Ababa Food Medicine & Healthcare Administration & Control Authority (FMHACA).

To make the study fruitful, the respondents’ intense cooperation in filling the questionnaire is highly valuable. Hence, the researcher highly demands your support to objectively fill the questionnaire. The researcher also wants the respondents to assure that the data to be collected will be used only for the research purpose and the personal data of the respondents will be kept confidential.

**Thank you in advance!**

**PART ONE**

The following questions concern about your personal information. Its confidentiality is assured.

1) Sex of Respondents

Male  Female

2) Current job title or Responsibility.....

3) Total service year for the current position .....

4) Total service year in Addis Ababa Food, Medicine & Healthcare Administration & Control Authority .....

5) Age group

21- 25 years       26 – 30 Years       Above 41 years   
 31 -35 Years       36 -40Years

6) Level of Education

TVET Diploma       First Degree       Master’s Degree   
 Doctorate Degree

Others, please specify.....

7) Your marital status

Single       Married       Divorced   
 Other .....

**PART TWO**

**Information on Performance management Practice**

The following questionnaires describe your personal views of Performance management practice. There are five scales in front of each question. Please circle the number in the box to the extent of your agreement or disagreement with each statement regarding Performance Management practice.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

<b>About The Objectives of Performance Management</b>						
PM1	My Organization knows and appreciates the concept and objective of Performance management system.	1	2	3	4	5
PM2	In my opinion, there is a formal performance management process in FMHACA	1	2	3	4	5
PM3	The goals of the organization are effectively Communicated in FMHACA	1	2	3	4	5
PM4	Communicated goals improve performance and bring success for my organization	1	2	3	4	5
<b>About the Problems Underlying PMS</b>						

PM5	There is lack of alignment between organizational and individual goals	1	2	3	4	5
PM6	There is a tendency of giving unbalanced targets for similar positions.	1	2	3	4	5
PM7	There is no fair job rotation among employees in our office.	1	2	3	4	5
PM8	FMHACA doesn't provide employees sufficient resources to execute the job.	1	2	3	4	5
PM9	Performance assessment is not based on written evidences.	1	2	3	4	5
PM10	There is no clear mechanism to address under performance.	1	2	3	4	5
<b>Alignment of PMS with Business Strategy</b>						
PM11	I have clear understanding on vision and strategy of FMHACA	1	2	3	4	5
PM12	According to my experience, there is a translation of the vision and strategy into clear and understandable goal measures.	1	2	3	4	5
PM13	Employees have passion for the vision, strategy and goals among those who are implementing them.	1	2	3	4	5
PM14	There is clarity regarding individual roles and requirements in supporting the strategic goals and the extent to which these has been effectively cascaded and interlinked across FMHACA.	1	2	3	4	5
PM15	FMHACA provides clear and timely feedback on goal attainment and the drivers of those goals.	1	2	3	4	5
PM16	FMHACA has meaningful incentive to encourage employees to develop or deploy sufficient capabilities to achieve the goals	1	2	3	4	5
<b>Integration of PMS with other HRM Functions</b>						
PM17	Competencies used for PMS similarly applied to recruitment activities.	1	2	3	4	5
PM18	Competencies used for PMS similarly applied to selection activities.	1	2	3	4	5
PM19	Competencies used for PMS similarly applied to staffing activities.	1	2	3	4	5
PM20	Competencies used for PMS similarly applied to training and development activities.	1	2	3	4	5
PM21	Competencies used for PMS similarly applied to promotion activities.	1	2	3	4	5
<b>Contribution of PMS Outcomes for Decision Making</b>						
PM22	My pay is tied to my performance outcome.	1	2	3	4	5
PM23	The performance management system in this organization is related to my development.	1	2	3	4	5
PM24	Result from employees performance management linked to reward and incentives.	1	2	3	4	5
PM25	Promotions are strictly based on PMS outcomes.	1	2	3	4	5

**Thank you**

**ቅድስት ማሪያም ዩኒቨርሲቲ  
የድህረ ምረቃ ት/ቤት  
የሰው ሀብት አመራር ዲፓርትመንት  
የሰው ሀብት አመራር ማስተርስ ፕሮግራም**

ታደላ መብራት እባላለሁ (0911075256) :: በቅድስት ማሪያም ዩኒቨርሲቲ የማስተርስ ፕሮግራም ተማሪ ነኝ። በአሁን ወቅት የሁለተኛ ዲግሪ ማሟያ ጥናት እያከናወንኩ እገኛለሁ። የጥናቱ ርዕስ “Performance Management Practice in Addis Ababa Food, Medicine and Healthcare Administration and Control Authority (FMHACA)” የሚል ነው።

ለዚህ ጥናት ዓላማ መሳካት የእርስዎ ቀና ትብብር ወሳኝ ነው። ስለዚህ በቂ ጊዜ ሰጥተው ይህንን መጠይቅ በመሙላት ስለተባበሩኝ በቅድሚያ አመሰግናለሁ። ይህ መጠይቅ ሁለት ክፍሎች አሉት። ሁሉም በመጠይቁ የሰፈሩት ነጥቦች ለጥናቱ ትክክለኛነትና አስተማማኝነት ከፍተኛ ዋጋ አላቸው። በዚህ መጠይቅ የሚሞላ ማንኛውም መረጃ ለትምህርት ዓላማ ብቻ የሚውል ሲሆን ሚስጥራዊነቱ የተጠበቀ መሆኑን ላረጋግጥሎት እወዳለሁ።

**ክፍል አንድ**

ከዚህ የሚከተሉት መጠይቆች የእርዎስዎን ግላዊ መረጃ የሚመለከቱ ናቸው። እባክዎ መጠይቁን የ(X) ምልክት በማድረግ ይሙሉ።

8) ያታ ወንድ  ሴት

9) አሁን እየሰሩበት ያለው የስራ መደብ መጠሪያ  
.....

10) አሁን በያዙት የስራ መደብ ምን ያህል አገልግለዋል  
.....

11) በዚህ ተቋም አጠቃላይ ምን ያህል አገልግለዋል  
.....

12) እድሜ

h21 እስከ 25 ዓመት <input type="checkbox"/>	h26 እስከ 30 ዓመት <input type="checkbox"/>
h31 እስከ 35 ዓመት <input type="checkbox"/>	h36 እስከ 40 ዓመት <input type="checkbox"/>
h41 እስከ 45 ዓመት <input type="checkbox"/>	h46 ዓመት በላይ <input type="checkbox"/>

13) የትምህርት ደረጃ

h8 እስከ 10ኛ ክፍል ዲፕሎማ <input type="checkbox"/>	h10 እስከ 12ኛ ክፍል የመጀመሪያ ዲግሪ <input type="checkbox"/>
የማስተርስ ዲግሪ <input type="checkbox"/>	የዶክተሬት ዲግሪ <input type="checkbox"/>

14) የጋቻ ሁኔታ

ያላገባች  ያላገባች  የፈታ/ች



**ክፍል ሁለት**

ከዚህ የሚከተሉት መጠይቆች በተቋሙ ያለውን የስራ አፈፃፀም ስራ አመራር እንቅስቃሴ በተመለከተ የእርስዎን አመለካከት የሚመዘኑ ናቸው። በእያንዳንዱ ነጥብ ፊት ለፊት 5 መለኪያ ተቀምጠዋል። እባክዎ እርስዎ የሚስማሙበትን ነጥብ ላይ በመጠይቁ ፊት ለፊት በተቀመጠው ሳጥን ውስጥ የሚስማሙበትን ቁጥር በማክበብ መጠይቁን ይሙሉ።

1	2	3	4	5
በጣም አልስማማም	አልስማማም	ገለልተኛ ነኝ	እስማማለሁ	በጣም እስማማለሁ

<b>አጠቃላይ የስራ አፈፃፀም አላማ በተመለከተ</b>						
PM1	የስራ አፈፃፀም ስራ አመራር ፅንሰ ሀሳብ በተቋሙ በደንብ የሚታወቅ ነው።	1	2	3	4	5
PM2	በኔ አስተሳሰብ ተቋሙ የስራ አፈፃፀም ስራ አመራር ስርዓት አለው።	1	2	3	4	5
PM3	የተቋሙ አጠቃላይ ተልዕኮና ግብ በሁሉም ሰራተኞች ይታወቃል የጋራ አረዳድም አለ።	1	2	3	4	5
PM4	በተቋሙ አጠቃላይ ተልዕኮና ግብ የጋራ አረዳድ መኖሩ የስራ አፈፃፀም እንዲሻሻልና ስኬት እንዲኖር አድርጓል።	1	2	3	4	5
<b>የስራ አፈፃፀም ስራ አመራር ላይ የሚከሰቱ ችግሮችን በተመለከተ</b>						
PM5	የተቋሙ አጠቃላይ ግብና የእያንዳንዱ ሰራተኛ የስራ አፈፃፀም ግብ የተጣጣሙ አይደሉም።	1	2	3	4	5
PM6	ለተመሳሳይ የስራ ኃላፊነት ወይም የስራ መደብ የተለያየ ግብ የማስቀመጥ አዝማሚያ አለ።	1	2	3	4	5
PM7	በተቋሙ የሚደረገው የስው ሀይል ስምሪት አድሎ ይታይበታል።	1	2	3	4	5
PM8	ተቋሙ ለስራ የሚያስፈልጉ የፅህፈት መሳሪያዎችና ሌሎች ሀብቶችን በበቂና በወቅቱ አያቀርብም።	1	2	3	4	5
PM9	በተቋሙ የሚከናወኑ የስራ አፈፃፀም ግምገማዎች በፅሁፍ መረጃ ላይ የተመሰረቱ አይደሉም።	1	2	3	4	5
PM10	ለዝቅተኛ የስራ አፈፃፀም ውጤት ተቋሙ ግልፅ አሰራርና መፍትሄ የለውም።	1	2	3	4	5
<b>የስራ አፈፃፀም ስራ አመራር ስርዓትና የጠቋሙ ራዕይና ተልዕኮ መቆራኘትን በተመለከተ</b>						
PM11	በተቋሙ ተልዕኮና ስትራቴጂ በቂና ግልፅ አረዳድና እውቀት አለኝ።	1	2	3	4	5
PM12	ሁሉም ሰራተኞች በተቋሙ ራዕይ ተልዕኮና ስትራቴጂ ተግባራዊና ስኬት ደስተኞች ናቸው።	1	2	3	4	5
PM13	በዚህ ተቋም ካለኝ ልምድ አንፃር የተቋሙን ራዕይና ስትራቴጂ ወደ ተጨባጭ ግብ የሚለወጥበት ግልፅ አሰራር አለ።	1	2	3	4	5
PM14	የእያንዳንዱ ሰራተኛ ሚና ከተቋሙ ተልዕኮና ስትራቴጂ ግብ ጋር የተቆራኘ ነው።	1	2	3	4	5

PM15	ተቋሙ ግልፅና ወቅታዊ የስራ አፈፃፀም ግምገማ ግብረ መልስ ስርዓት አለው።	1	2	3	4	5
PM16	የላቀ ስራ አፈፃፀም ውጤት ለሚያመጡ ሰራተኞች ተቋሙ ትርጉም ያለው የጥቅማ ጥቅምና ማበረታቻ ስርዓት አለው።	1	2	3	4	5
<b>የተቋሙ ስራ አፈፃፀም ስራ አመራር ስርዓትና የሰው ሀብት አመራር ትስስር በተመለከተ</b>						
PM17	የሰራተኞች ብቃት ( እውቀት፣ ክህሎትና ችሎታ) ለስራ አፈፃፀም ስራ አመራር ስርዓትና ለሰው ሀይል ምልመላ እኩል ይጠቅማል።	1	2	3	4	5
PM18	የሰራተኞች ብቃት ( እውቀት፣ ክህሎትና ችሎታ) ለስራ አፈፃፀም ስራ አመራር ስርዓትና ለመረጣ እኩል ይጠቅማል።	1	2	3	4	5
PM19	የሰራተኞች ብቃት ( እውቀት፣ ክህሎትና ችሎታ) ለስራ አፈፃፀም ስራ አመራር ስርዓትና ለሰው ሀይል ምደባ እኩል ይጠቅማል።	1	2	3	4	5
PM20	የሰራተኞች ብቃት ( እውቀት፣ ክህሎትና ችሎታ) ለስራ አፈፃፀም ስራ አመራር ስርዓትና ለስልጠናና የሰው ሀይል ልማት እኩል ይጠቅማል።	1	2	3	4	5
PM21	የሰራተኞች ብቃት ( እውቀት፣ ክህሎትና ችሎታ) ለስራ አፈፃፀም ስራ አመራር ስርዓትና ለሰው ሀይል ዕድገት እኩል ይጠቅማል።	1	2	3	4	5
<b>የስራ አፈፃፀም ስራ አመራር አጠቃላይ ለተቋሙ ያለው አስተዋፅኦ በተመለከተ</b>						
PM22	ከተቋሙ የማገኘው ደመወዝና ጥቅማ ጥቅም ከስራ አፈፃፀም ውጤት ጋር የተቆራኘ ነው።	1	2	3	4	5
PM23	የተቋሙ የስራ አፈፃፀም ስራ አመራር ስርዓት ከሰው ሀብት ልማት ጋር የተቆራኘ ነው።	1	2	3	4	5
PM24	የሰራተኞች የስራ አፈፃፀም ውጤት ከማበረታቻና ሽልማት ጋር የተቆራኘ ነው።	1	2	3	4	5
PM25	የተቋሙ የስራ አፈፃፀም ስራ አመራር ስርዓት ለሰው ሀይል እድገት መሰረት ነው።	1	2	3	4	5

**አመሰግናለሁ**