



## INVESTIGATING THE PRACTICE OF POLICE OFFICERS PERFORMANCE APPRAISAL SYSTEM IN ETHIOPIA

**Mekuria Belayneh**

*Lecturer, Department of Management, Wollo University, Ethiopia.*

### **Abstract**

*This study aimed to assess the practice of performance appraisal in Dessie city police stations. The study raised major research questions related to the core functions of practice of performance appraisal and the challenges to the appraisal practice in the office. In order to address the questions, descriptive research method was employed. Stratified and simple random samplings were used to gather data. The ultimate respondents were the police officers who are working in the five police stations in the city. Both primary and secondary methods of collection of data were used by the researcher. The ultimate respondents evaluated the core function of performance appraisal practice of the police office i.e. the performance appraisal criteria is not related with the working environment of the police office, the appraisal didn't perceived individual importance, the government can't achieve its interest, training is not conducted and the appraisal practice is time consuming. Therefore, the existing performance appraisal practice is not effective. These include; suitable performance appraisal should be designed, the appraisal should be linked with rewards, effective training should be conducted, and the appraisal should be time saving.*

**Key words:** *Performance Appraisal, Performance, Police Officers.*

### **1. Introduction**

According to Mathis & Jackson, (2011) performance appraisals are used to assess an employee's performance and provide a platform for feedback about past, current, and future performance expectations. As DeCenzo & Robbins, (2010) describe performance appraisals must convey to employees how well they have performed on established goals. As a result, any evaluation of employees' work can create an emotionally charged event. In line with this, performance appraisal practices of organizations should be undertaken carefully.

The importance of performance appraisal for police officers is unquestionable. The police offices are the one who gives service for the society. Each of their works is integrated with the society. According to Gul, (2013) police officers work in partnership with the communities they serve to maintain law and order, protect members of the public and their property, prevent crime, reduce the fear of crime and improve the quality of life for all citizens.

According to Bayley, (1996) Performance evaluation is more than an academic exercise, a matter of methodologies and numbers. How performance is measured affects not only what the public knows about the police, but also the character of police operations and the management climate. Because performance evaluations establish priorities, incentives, and requirements, they are much too important to be left to technicians. Performance measurement should be viewed as an integral, ongoing part of the management of policing.

Keeping what has been tried to discuss in the above paragraphs in mind, in countries like ours the way the appraisal practice is undertaken often observed to be, especially in governmental organizations, not in the way the government actually want it. It is in recognition of this problem that this research idea is generated and focused on the practice of police officers performance appraisal system in Dessie city police office.

### **2. Statement of the Problem**

The success of any organization depends on its human factor – the people working there. Hence, the management of any organization should be aware of the performance of employees. For this purpose, organizations undertake periodical performance appraisal practices in a time period determined by the organization. Sometimes, some organizations undertake the appraisal if it is required for certain situations such as promotion, transfer, salary increment and the likes.



Police performance appraisal therefore plays a critical role in providing better-quality service to society. Public service agencies, like the police, have an obligation to the citizens they serve to constantly evaluate and improve performance on both the individual and organizational levels. A well-designed formal performance appraisal system provides the means to accomplish these goals (Gul and O'Connell, 2013).

In Ethiopia various studies have been carried out in relation to performance appraisal; to mention few Chemed Diriba (2012) tried to asses a Comparative Study of Employees Performance Appraisal Practices and Problems in Ethiopian Higher Education Institutions, Meseret, (2007) Performance Appraisal in Commercial Banks a Case Study on Dashen Bank S.C.; Hailemariam, (2013) Study On Performance Appraisal Practice Bits Effects on Employee Performance [Case Study on Commercial Bank of Ethiopia Jimma Main Branch]; and Sirgut, (2006) Achievements and Challenges in the Implementation of Result-Oriented Performance Management System in the Ethiopian Federal Civil Service: Case Study of Three Selected Ministries. Although aforementioned studies have attempted to state a few inputs for performance appraisal, none of them tried to assess the practice of police officers performance appraisal comprehensively. So this study tried to fill this gap by conducting comprehensive study on the practice of police officers performance appraisal system.

According to the Dessie city police office HR officer, the evaluation practice, which has come from the civil service office, does not match with the working behavior of the officers. The working environments in which police officers perform their duties are not similar with the environment of other civil employees. To mention few of the problems raised in relation to the appraisal practice, the measurement criteria was not suitable for the police officers, the appraisal procedure benefits some individuals only and does not have objective criteria for appraisal, and they did not use it for the intended purpose of appraisal.

Thus, the study attempted to critically investigate the practice of police officers performance appraisal system in Dessie city police office.

### **3. Research Hypotheses**

To address the research problem the following research hypothesis were developed .

- H1: The existing performance appraisal practice of Dessie city police office effectively measure officers' performance.
- H2: The existing performance appraisal practice of Dessie city police office matches the working environment of the officers.
- H3: Police officers of Dessie city police office believe performance evaluation is important for their career.
- H4: The existing performance appraisal practice of Dessie city police office matches with the government's interest.

### **Empirical review of related literature**

Eichel and Bender (1984) state that performance appraisals are used to evaluate an employee's work performance over a certain time period and to provide feedback and development. Latham and Wexley (1994) largely agreed that performance appraisals should serve only as a summary of feedback and goal setting on a regular basis. Managers conducting performance appraisals must therefore be aware of the employee's job goals and objectives (Landy& Farr, 1980). Managers must also have the opportunity to frequently observe the employee on the job. This helps managers determine whether the observed behavior is satisfactory (in terms of stated rules and goals) and how it compares to the performance of other employees.

### **Performance Appraisal Practices in Police Officers**

Police performance appraisal is one of the most important components of law enforcement management—affecting the quality of the services a department delivers as well as the satisfaction of its employees. Therefore, it is crucial that the performance appraisal process is conducted in an effective and equitable manner. (Gul and O'Connell, (2013).



There are several obvious reasons for evaluations of police employees. First, police department supervisors need information for administrative decisions like promotions, training needs, salary increases, retention and terminations. Second, police managers need information to give feedback to their officers for career planning and to improve officer motivation (Geller, 1991). Finally, police agencies need training programs, validated selection processes, and officer performance guides. Supervisors should remember that the main purpose of performance appraisal is to improve officer performance (Anderson, 1994). Performance feedback is the key element in a successful performance appraisal.

### **The Use of Formal Performance Appraisal Systems by Police Administrators**

A police organization can only determine that it is having success if its personnel are accomplishing their assigned tasks in a timely and effective manner. The appraisal of police officers' job performance is therefore a crucial managerial task that equally affects the employee as well as the overall quality of police service (Walsh, 1990). Managerial decisions about officer performance and the quality of police services cannot be made, though, without a logical and objective measurement framework (Roberg, 1979). From an organizational standpoint, it is obviously imperative for a police organization to know exactly what its officers are doing, how much work is being performed, and whether these efforts are having any positive effect. Performance appraisal is also very important to the officers themselves, as appraisal data are often used as the basis for decisions about training, probation, disciplinary action, promotion, merit increases, reductions in force, transfers, and so forth (Holden, 1986). So the critical question is: Does the organization have an effective system in place for personal performance appraisal? Even if it does, a secondary question is whether the system is being used for maximum effectiveness.

Police are also frequently in public view and are constantly subject to criticism regarding the efficiency and effectiveness of their services (Gaston & King, 1995).

The police function represents the most visible and powerful interaction between a government and its people. If the police perform their role effectively, society benefits immensely. Conversely, with poor police performance, the damage to police confidence and constitutional rights can be irreparable (Travis, 1996).

Police performance appraisal therefore plays a critical role in providing better-quality service to society. Public service agencies, like the police, have an obligation to the citizens they serve to constantly evaluate and improve performance on both the individual and organizational levels. A well-designed formal performance appraisal system provides the means to accomplish these goals. In addition, individual performance appraisals give employees feedback about their work and provide supervisors with a reliable, valid instrument on which to base personnel decisions. Performance evaluations are also an ideal way to communicate and reinforce organizational values and positive behaviors, which will help to increase officer performance and improve service delivery (Kramer, 1998).

### **Performance Appraisal Measurement Criteria for Police Officers**

Police chiefs and sheriffs, indeed officials in every form of government organization directly or indirectly part of the justice enterprise, are public servants. As such, they have an affirmative duty to manage effectively, demonstrate efficient and responsible use of public resources, exercise the powers the public has vested in their agencies in fair and transparent ways, and regularly report to the public on the quality of performance of their agencies and staff (Roberts, 2006).

It is obvious that the measurement criterion of performance appraisal, based on the nature of working environment, is different from organization to organization. According to Roberts (2006) Police chiefs and sheriffs, like chief executives of any organization, are measured on results. For law enforcement executives' assessment could be based on a variety of factors, including:

- ✓ Is crime going up or down?
- ✓ Do citizens feel safe in their communities?



- ✓ Do they feel safer today than they did a year ago or 10 years ago?
- ✓ Does the agency respond quickly to emergency situations?
- ✓ Does the agency rank favorably when compared with other jurisdictions in the amount of crime reported (both in gross number of crimes and per capita crime rates), the proportion of cases solved, and the number of arrests made?
- ✓ Does the public respect the agency and the officers on patrol?
- ✓ Do they feel they are treated with respect and courtesy?
- ✓ Are they satisfied with the results when they call for assistance?
- ✓ Does the agency demonstrate efficiency of operations and conscientious use of public resources?

Constantly assessing and monitoring critical performance metrics, and tailoring proactive response and follow-up are fundamental components of effective management in contemporary law enforcement—indeed, in any organization, public or private, government or industry, large or small.

### **Challenges Related with Performance Appraisal**

Performance management is, of course, about performance. Performance management is defined as a strategic and integrated approach to delivering sustained success to organizations by improving the performance of the people who work in them and by developing the capabilities of teams and individual contributors. Performance management is concerned with performance improvement, employee development, satisfying the needs and expectations of all the organization's stakeholders—owners, management, employees, customers, suppliers and the community. Finally, it is concerned with open communication and involvement. It creates an environment in which a continuing discussion between managers and the members of their teams takes place to define expectations and share information on the organization's mission, values and objectives.

Performance management is an on-going process. As various researches identify; employees in various levels agree that a positive performance leads to reward and a negative performance leads to sanction (Sirgut; 2006, Mamo; 2011). However, various studies conduct in HRM practices in different organizations in Ethiopia find concerning linkage between performance and reward revealed a negative result (Sirgut; 2006, Mamo;2011).

Many organizations and managers face pressing human resource appraisal challenges. According to Bernardin, J.H. *et al* (1998),the main challenges involved in the performance appraisal process are:

#### **Determining the evaluation criteria**

- ✓ Identification of the appraisal criteria is one of the biggest problems faced by the top management. The performance data to be considered for evaluation should be carefully selected. For the purpose of evaluation, the criteria selected should be in quantifiable or measurable terms

#### **Creating rating instruments**

- ✓ The purpose of the performance appraisal process is to judge the performance of the employees rather than the employee. The focus of the system should be on the development of the employees of the organization

#### **Lack of Competence**

- ✓ Top management should choose the raters or the evaluators carefully. They should have the required expertise and the knowledge to decide the criteria accurately. They should have the experience and the necessary training to carry out the appraisal process objectively.

#### **Errors in rating and evaluation**

- ✓ Many errors based on the personal bias like stereotyping, halo effect (i.e. one trait influencing the evaluator's rating for all other traits) etc. may creep in the appraisal process. Therefore the rater should exercise objectivity and fairness in evaluating and rating the performance of the employees



## Resistance

The appraisal process may face resistance from the employees and the trade unions for the fear of negative ratings. Therefore, the employees should be communicated and clearly explained the purpose as well the process of appraisal. The standards should be clearly communicated and every employee should be made aware that what exactly is expected from him/her.

According to Beer (1987) there are three major factors influencing appraisal outcomes. First, the appraisal system can be designed to minimize the negative dynamics causing problems of performance appraisal. The supervisor often has only marginal control over these matters. Second, the ongoing relationship between boss and subordinate will have major influence on the appraisal process and outcome.

Third, the interview process itself, the quality of communication between boss and subordinate, can help to minimize problems of performance appraisal.

Performance appraisal is one of the oldest management tools available, and the problems associated with it are equally well established (Beer, 1987). Different scholars have suggested the possible sources of performance appraisal problems. Accordingly, there are three major sources of problems in performance evaluation.

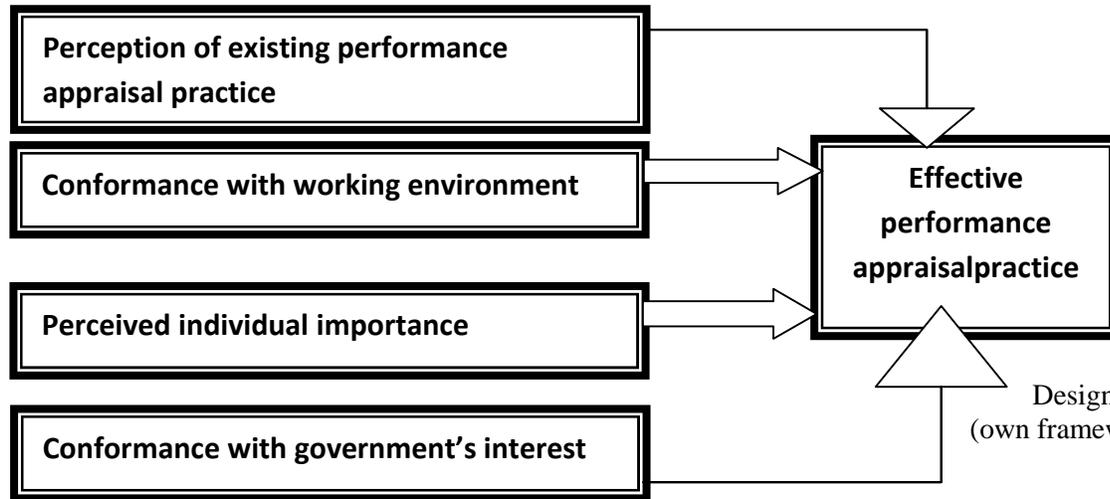
- There are system design and operating problems,
- Raters' problems in performance evaluation, and
- Ratee's problems in performance evaluation.

According to Ahmad and Bujang, (2013) there are several challenges which arise in the practice of performance appraisal activities in the 21<sup>st</sup> century:

- The main issue in the practice of performance appraisal activity is the fairness of the evaluation decision. Raters have problems evaluating the performance appraisal in a proper way. Performance of individual employees that is not measured accurately can lead to dissatisfaction with the system.
- One of the factors that contribute to employee's dissatisfaction is that raters are not knowledgeable and do not have the required skills. This will affect the process of evaluation because bias, unfairness and unreliability may occur. Although there is a formal evaluation form and a set of standards to be followed, employees seem not to trust the tools of evaluation.
- There is an issue of subjectivity in the performance evaluation in the public and private sector. Although it is written in black and white to be as objective as possible, however, during the implementation of performance appraisal, the evaluation becomes subjective. The subjectivity of the evaluation discourages employees on supporting the measurement of performance appraisal. Therefore, the objective of the performance appraisal is not achieved.
- The quota system practiced in certain organization also creates dissatisfaction among employees. Only a small portion of the employees will get salary increment either vertically or diagonally. Therefore, although the employees may perform well, they might not get a reward because it depends on the quota system. This will lead to a decrease in work performance, self-esteem and loyalty to the organization.
- The appraisal decision nowadays is confronted with a great deal of criticisms and comments from the employees and their unions. There are several issues being put forward such as the raters' ability, accuracy of the system, fairness, discrimination, quota system and other aspects.
- Performance appraisal should suit the organization's culture. Research findings strongly suggest that multinational company's manager should carefully design the appropriate system for foreign operation based on the different cultural factors of the country.

## Conceptual Framework

From the above extensive literature, the researcher has developed the following conceptual framework on which the study has based.



Source:  
 Designed by researcher  
 (own framework)

### Research Methodology

This study attempted to identify and analyze the existing practice of performance appraisal, the study can be considered as descriptive research types. Because, in this study, the researcher tried to assess and describe the existing practice of performance appraisal in Dessie city police office. Both qualitative and quantitative approaches were used to assess the practice of performance appraisal in Dessie city police office. The total target population of the study was 317 police officers who were working five police stations.

Dessie city police office has five police stations. For this study, all the five police stations were considered. This enables to increase the reliability and validity of data. The study employed stratified random sampling technique. In the context of this research, each police station is considered as a stratum. In order to obtain representative sample from each strata, simple random sampling were used.

The researcher used the formula that Kothari (2004) provides in determining sample size for finite population:

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

- Where
- N = size of the population
  - n = size of sample
  - z = as per the table of area under normal curve for the given confidence level
  - p = sample proportion, q = 1 – p;
  - e= acceptable error (the precision)

Using the above formula 174 sample respondents were selected for the study. The following table shows the distribution of officer in the five police stations using proportional allocation method.

**Table 1: Sample Size**

| Police Stations | Population | Proportion  | Sample Size |
|-----------------|------------|-------------|-------------|
| One             | 65         | 20.5        | 36          |
| Two             | 71         | 22.4        | 39          |
| Three           | 68         | 21.5        | 37          |
| Four            | 60         | 18.9        | 33          |
| Five            | 53         | 16.7        | 29          |
| <b>Total</b>    | <b>317</b> | <b>100%</b> | <b>174</b>  |

The primary data was collected through open and close-ended questionnaire. The questionnaires were used to address all specific objectives of the study. Additionally, structured and semi-structured interview were administered with the selected HR officers and immediate subordinates. Variables that explain one or more other variable are called independent (explanatory) variables and the variables explained by other variables are referred to as dependent (explained) variables (Kothari, 2004). In line with this, in this research ‘Effective Performance Appraisal Practice’ was treated as the dependent variable of the study. This dependent variable was proposed to be affected or explained by four factors, namely ‘Perception of Existing Performance Appraisal Practice’, ‘Conformance with Working Environment’, ‘Perceived Individual Importance’ and ‘Conformance with Government’s Interest’. Therefore, these four factors were treated as the independent variables of the study.

Data collected were analyzed to answer questions, test hypotheses or disprove theories using descriptive and inferential statistics. Further the analyzed data can be presented using tables, charts and graphs as well descriptive statements.

Further, after developing a questionnaire and before distributing it to respondents; a pilot study was undertaken to measure the reliability of the constructs’ items. The table below displays the results of the reliability analysis.

**Table 2: Reliability Analysis Results**

|                       | <b>Construct</b>                                       | <b>No. of Items</b> | <b>Cronbach’s Alpha</b> |
|-----------------------|--|---------------------|-------------------------|
| Independent Variables | Perception of existing performance appraisal practice  | 9                   | 0.771                   |
|                       | Conformance with Working Environment                   | 6                   | 0.728                   |
|                       | Perceived Individual Importance                        | 6                   | 0.870                   |
|                       | Conformance with Government’s Interest                 | 6                   | 0.724                   |
| Dependent Variable    | Perception of Effective Performance Appraisal Practice | 7                   | 0.911                   |

According to Ritchie & Lewis, (2003) in reliability analysis a Cronbach’s alpha greater than or equal to 0.7 can be considered reliable. Hence as show in the above table the Cronbach’s alpha results of all the constructs were above 0.7, therefore it can be concluded that the constructs are reliable.

**Result and discussion**

While undertaking this research, 174 questionnaires were distributed to police officers working in the five police stations of Dessie city. Among these, all officers working in Police Stations One, Three, Four and Five were kind enough to fill the questionnaires properly and return on time. Among the officers working in Police Station Two, 4 officers (10.26% of the questionnaire distributed in that particular police station) have failed to complete and return the questionnaires. This has made the total response rate of the research 97.70 percent. In addition, all the returned questionnaires were completed and used in the process of undertaking the analysis.

**Perceptions of Police Officers about the Effectiveness of Existing Performance Appraisal Practice**

One of the objectives of this research was to assess the effectiveness of the existing performance appraisal practice of Dessie city police office. The appropriate analysis that could answer such objective is averaging through one sample t-test analysis. Since the scales for each of the constructs are on 5 point Likert scales, the t-test value of 3 was used. The table below demonstrates the results of the t-test.

**Table 3: T-test results of testing the effectiveness of the current PAP**

| One-Sample Statistics                             |                |        |                 |                 |
|---|----------------|--------|-----------------|-----------------|
|   | N              | Mean   | Std. Deviation  | Std. Error Mean |
| Police Officers Perception about the Existing PAP | 170            | 3.4673 | .57778          | .04431          |
| One-Sample Test                                   |                |        |                 |                 |
|   | Test Value = 3 |        |                 |                 |
|   | T              | Df     | Sig. (2-tailed) |                 |
| Police Officers Perception about the Existing PAP | 10.546         | 169    | .000            |                 |

As the results in the above table reveal, the t-test result is significant at 0.01 significance level. Hence; we reject the null hypothesis ( $H_0$ ) claiming the existing performance appraisal practice of Dessie city police office effectively measure officers' performance and conclude that the existing performance appraisal of Dessie city police office does not effectively measure officers' performance.

**Conformance of the Existing Performance Appraisal Practicewiththe Working Environment of Police Officers**

This research has also an objective of assessing the conformance of the existing performance appraisal practice with the working environment of police officers. The appropriate statistical analysis that could achieve such objective is averaging through one sample t-test analysis. Since the scales for each of the constructs are on 5 point Likert scales, the t-test value of 3 was used. The table below demonstrates the results of the t-test.

**Table 4: T-test results of testing the Conformance of the current PAP with Working Environment**

| One-Sample Statistics                                       |                |        |                 |                 |
|---|----------------|--------|-----------------|-----------------|
|   | N              | Mean   | Std. Deviation  | Std. Error Mean |
| Conformance of the Current PAP with the Working Environment | 170            | 3.7657 | .50977          | .03910          |
| One-Sample Test   |                |        |                 |                 |
|   | Test Value = 3 |        |                 |                 |
|   | t              | df     | Sig. (2-tailed) |                 |
| Conformance of the Current PAP with the Working Environment | 19.584         | 169    | .000            |                 |

The results in the above table revealed that the t-test result is significant at 0.01 significance level. Hence; we reject the null hypothesis ( $H_0$ ) stating the existing performance appraisal practice of Dessie city police office

matches the working environment of the officers and conclude that the existing performance appraisal of Dessie city police office does not effectively match the working environment of the officers.

### Perception of Officers about Individual Importance of the Current Performance Appraisal Practice

To achieve the objective of assessing the perception of police officers about the importance of performance evaluation to their career, in this study as in the above sections, averaging through one sample t-test analysis was undertaken. Since the scales for each of the constructs are on 5 point Likert scales, the t-test value of 3 was used. The table below demonstrates the results of the t-test.

**Table 5: T-test results of testing the Perception of Police Officers about the Importance of Performance Evaluation for Their Career**

| One-Sample Statistics   |                |        |                 |                 |
|---|----------------|--------|-----------------|-----------------|
|   | N              | Mean   | Std. Deviation  | Std. Error Mean |
| Officers Perception about Individual Importance of Performance Evaluation | 170            | 3.3324 | .67803          | .05200          |
| One-Sample Test   |                |        |                 |                 |
|   | Test Value = 3 |        |                 |                 |
|   | t              | df     | Sig. (2-tailed) |                 |
| Officers Perception about Individual Importance of Performance Evaluation | 6.391          | 169    | .000            |                 |

The results in the above table revealed that at 0.01 significance level the t-test result is significant. Therefore; we reject the null hypothesis ( $H_03$ ) postulated as 'Police officers of Dessie city police office believe performance evaluation is important for their career' and conclude that police officers of Dessie city police office do not believe performance evaluation is important for their future career.

### Conformance of the Current Performance Appraisal Practice with Government's Interest

This research has also an objective of assessing the conformance of the existing performance appraisal practice with the government's interest. The appropriate statistical analysis that could achieve such objective is averaging through one sample t-test analysis. Since the scales for each of the constructs are on 5 point Likert scales, the t-test value of 3 was used. The table below demonstrates the results of the t-test.

**Table 6: T-test results of testing the Conformance of the current PAP with Government's Interest**

| One-Sample Statistics                                     |                |        |                 |                 |
|---|----------------|--------|-----------------|-----------------|
|   | N              | Mean   | Std. Deviation  | Std. Error Mean |
| Conformance of the Current PAP with Government's Interest | 170            | 3.4206 | .82873          | .06356          |
| One-Sample Test   |                |        |                 |                 |
|   | Test Value = 3 |        |                 |                 |
|   | t              | Df     | Sig. (2-tailed) |                 |
| Conformance of the Current PAP with Government's Interest | 6.617          | 169    | .000            |                 |

The results in the above table revealed that at 0.01 significance level the t-test result is significant. Therefore; we reject the null hypothesis ( $H_04$ ) postulated as 'The existing performance appraisal practice of Dessie city police

office matches with the government’s interest’ and conclude that the existing performance appraisal practice of Dessie city police office does not match with the government’s interest.

**The Relation between the Dependent and the Independent Variables**

In this research, the researcher tried to determine the strength of the relationships between each independent variable and the dependent variable, Karl Pearson’s Correlation Coefficient was used. The table below shows the results of this analysis.

**Table 7: The Correlation between each independent variable and the dependent variable<sup>1</sup>**

| Independent Variables   |                     | Effective Performance Appraisal Practice |
|---|---------------------|--|
| Police Officers Perception about the Existing PAP                         | Pearson Correlation | -.029                                    |
|   | Sig. (2-tailed)     | .708                                     |
|   | N                   | 170                                      |
| Conformance of the Current PAP with the Working Environment               | Pearson Correlation | .065                                     |
|   | Sig. (2-tailed)     | .396                                     |
|   | N                   | 170                                      |
| Officers Perception about Individual Importance of Performance Evaluation | Pearson Correlation | -.013                                    |
|   | Sig. (2-tailed)     | .870                                     |
|   | N                   | 170                                      |
| Conformance of the Current PAP with Government's Interest                 | Pearson Correlation | .186*                                    |
|   | Sig. (2-tailed)     | .015                                     |
|   | N                   | 170                                      |
| **. Correlation is significant at the 0.01 level (2-tailed).              |                     |  |
| *. Correlation is significant at the 0.05 level (2-tailed).               |                     |  |

As it is clearly shown in the results displayed in the above table, at 0.05 significance level, significant and very low correlation was found between ‘Conformance of the Current PAP with Government’s Interest’ and ‘Effective Performance Appraisal Practice’. However no significant correlations were found between the other independent variables and ‘Effective Performance Appraisal Practice’.

**Content Analysis of Open Ended Questions**

The respondents were also given the opportunity to indicate their comments on open ended questions asked in the questioner. Accordingly the police officer respondents give comments mainly on problems that hinder the practice of PAP and measures that have to be undertaken to minimize the problems related with the practice of PAP. And police officers give their comments on measures to be undertaken to improve the overall performance appraisal effectiveness.

The criteria of the police office came from the Amhara regional state police commission. The criterion of PA is designed based on civil servant, because of this it is difficult for the police officer to implement based on this criteria. The leaders also accept these criteria as it is. The designed manual is not related with the job of police office. The Amhara police commission also does not tried to amend it.

Our job is more field and emergency jobs. The police officers may not evaluated based on the job they took at the beginning of the month, because of such emergency and unconditional jobs. In addition, the police office job is

<sup>1</sup> The Correlation Matrix is found in Appendix 4



more loaded and performed out of the office. The performance appraisal criteria do not considered it. Because of these the current PAP is not evaluated the performance of the police officers.

The appraisal process also takes much resource and time consuming. On the other hand, the performance evaluation is not fair. The raters made favoritism and bias.

PA is important to narrow the gap of the police officers. Therefore, to implement in a good manner, effective training should be conducted.

## **Conclusion and Recommendations**

### **The following are the main finding of the study**

In DCAPO, the majority of the respondents were believed that performance appraisal of a police officer should measure both personal trait and job performance. In addition effective appraisal systems should provide information in job related areas.

The frequency of performance appraisal should be undertaken every six months.

The performance appraisal should be evaluated by self evaluation, direct supervisor & peers.

In the study, it shows that effective appraisal systems should provide consistent, reliable and valid information in a job related activities in the stations.

For the effective appraisal system, the forms, procedures, administration of techniques, rating etc should be standardized. In addition appraisal techniques should be practically viable to administer, possible to implement and economical to be undertake continuously. However, results from interview shows that the performance appraisal technique is not economical.

From the study one can conclude that effective performance appraisal techniques should be practically viable to administer, possible to implement and economical to be undertake continuously.

Effective performance appraisal practices should have open communication between the appraiser and the appraisee.

Effective performance appraisal practices should enable police officers to receive adequate feedback on their performance, and it should enable police officers to explain their disagreement.

The result of the study shows that the existing performance appraisal practice in Dessie city police office is not fair and accurate. This is because the raters made favoritism and bias.

From this one can generalized that the existing performance appraisal practice does not focus on the office's core competences. And it does not effectively communicate the performance appraisal standards and the required competencies to the police officers.

In Dessie city police stations, there is continuous feedback practice in the existing performance appraisal practice.

The raters do not have relevant skills and knowledge about performance appraisal procedures, and they did not get formal training on the process of managing, motivating and evaluating employee performance.

The criteria used in Dessie city police station to appraise performance are not relevant for both the office and the officers, and the rater's in Dessie city police station during the appraising periods are not motivating.

Generally, according to the result of the t test result, the existing performance appraisal of Dessie city police office does not effectively measure officers' performance.

There is continuous supervision practices tied with performance appraisal in the workplace of the police stations.



The result of the study shows that the criteria used in the performance appraisal mismatches the working environment of the police officers.

The evaluation time period of the performance appraisal is not acceptable and enough.

The organizational working environment of Dessie city police office is cooperative, rather than competitive in the practice of PAP.

The respondents have no idea about the raters' knowledge towards the characteristics of police officers jobs.

There is structured and formal interaction between a subordinate and supervisor.

Generally, according to the result of the t test result, the existing performance appraisal of Dessie city police office does not effectively matches with the working environment of the officers.

The current performance appraisal system does not motivate employees to set goals for better performance. In addition to this, it does not have links with rewards such as pay increases, bonuses, and/or promotions. Moreover, the evaluation system do not help officers to identify their own weak and improvable points because of this it is ineffective in identifying the poorer performers who may require some form of counseling, demotion, dismissal or decreases in pay.

Majority of the respondents believed that the existing performance appraisal procedure used in Dessie city police station does not brings future and continuous performance improvement for both the police officers and the office.

The Completion of performance targets and objectives do not have direct positive effect on police officer in Dessie city police station.

Generally, according to the result of the t test result, police officers of Dessie city police office did not believe performance evaluation is important for their future career.

The existing performance appraisal system used by Dessie city police station does not enable police officers to effectively discharge their duties in accordance with the expected level, quality standards and time and expense. Moreover, it does not have a capacity to identify police officers strengths and weaknesses with a view to improve their future performance.

The existing performance appraisal system is inefficient in helping to identify training needs of police officers in Dessie city police station.

The stations do not practiced in such a way that rewards are given based on results. The performance appraisal system did not enable the management of Dessie police stations to take administrative decisions based on concrete evidence.

The practice of the performance appraisal of Dessie police station is not carried out in a transparent manner.

Generally, according to the result of the t test result, the existing performance appraisal practice of Dessie city police office does not matches with the government's interest.

### **Conclusion**

This study tried to assess the practice of police officers performance appraisal system in Dessie city police office. The study also identifies the effectiveness of the existing practice of performance appraisal system, the criterion match with the working environment of police officers, the evaluation importance for police officers career, and the government's interest. To achieve this study used both primary and secondary data. The primary data was obtained through questioners and interview. The questioner was prepared for police officers, on the other hand interview was prepared for heads and HR department heads of DCAPO. In addition the secondary data was obtained from published performance appraisal results, performance appraisal manual, proclamations and documents of the offices.



From the secondary data and interview responses it is found that Dessie City Administration Police Office is functionally organized office. The office is organized in four core processes namely; society based crime prevention core processes, crime inquiry core process, assurance of road traffic safety core process and human resource management core process. Under the police office, there are five police stations. Those police stations are serving different communities in the city. Because of the city have large number of society, DCAPO functionally organized organization featured.

In Dessie City Administration Police Stations, the majority of the respondents were believed that performance appraisal practices should measure both job performance and personal trait. From the interview it is also found that each stations appraise the police officers both job performance and personal traits. This is because one of the police officers quality is good disciplined and characteristics.

The highest number of respondents (about 41percent) opine frequency of performance appraisal should be undertaken every 6 months, while about 21and 20 percent opine it should be undertaken every 3 months and every 15 days respectively. About 14 and 5 percent of the respondents opine it should be undertaken every month and once a year respectively. From the secondary data it is also found that the frequency of performance appraisal is undertaken every 15 days. According to the respondents, it cannot give enough time to finish the started job.

Moreover according to findings of the study the majority of the respondents perceived that the existing performance appraisal practice of Dessie city police office does not effectively measure officers' performance. The ultimate respondents rated the effectiveness of the office in performing the performance appraisal practice is ineffectiveness. The main reasons for these perceptions are; the existing performance appraisal practice in Dessie city police station is not fair and accurate, it does not focus on the office's core competences, it does not effectively communicate the performance appraisal standards and the required competencies to the police officers, there is favoritism and bias of raters in the existing performance appraisal practice, raters did not get formal training on the process of managing, motivating and evaluating employee performance, the criteria used in the police stations to appraise performance are not relevant for both the office and the officers, and the rater's in the police stations during the appraising periods are not motivating. Therefore it can be concluded that the existing performance appraisal practice of Dessie city police office is not effective. In the contrary, there is continuous feedback practice in the existing performance appraisal practice. It can create positive effect on the practice of performance appraisal on Dessie city police office.

Furthermore it is also found from the ultimate police officer respondents' response that the existing performance appraisal of Dessie city police office does not effectively match with the working environment of the officers. Their reason was that the criteria used in the performance appraisal mismatches the working environment of the police officers. For instance the criterion of performance appraisal is designed based on civil servant, because of this it is difficult for police office to implement based on the police office job context, and the evaluation time period of the performance appraisal is not acceptable and enough (every 15 days) it does not enough time to start and finished one duty. From this it can also be conclude that the existing performance appraisal of Dessie city police office does not match the working environment of the officers. Even if the above challenges have their own negative impact, the following issues have their own positive impact for the effective PAP with working environment. The organizational working environment of Dessie city police office is cooperative, rather than competitive in the practice of performance appraisal practice, there is continuous supervision practices tied with performance appraisal, and there is structured & formal interaction between a subordinate and supervisor.

Moreover according to findings of the study the police officers do not believe performance evaluation is important for their future career. Their main reasons are the current performance appraisal system does not motivate employee to set goals for better performance, it does not have links with rewards such as pay increases, bonuses, and/or promotions. In addition, according to the interview result, performance evaluation results didn't only consider for promotion but it can be one type of criteria for the promotion or other careers, it does not brings future and continuous performance improvement, completion of performance targets and objectives do not have



direct positive effect on police officer, and it is ineffective in identifying the poorer performers who may require some form of counseling, demotion, dismissal or decreases in pay. From this it can also be conclude that police officers do not believe performance evaluation is important for their future career.

The existing performance appraisal practice of Dessie city police office does not match with the government's interest. The reason behind these are the existing performance appraisal system used by Dessie city police station does not enable police officers to effectively discharge their duties in accordance with the expected level, quality standards and time and expense, it does not have a capacity to identify police officers strengths and weaknesses with a view to improve their future performance, it is inefficient in helping to identify training needs, it does not practiced in such a way that rewards are given based on results and it is not carried out in a transparent manner. In addition, in the open ended questions the respondents revealed that the result is filled out based on racism, especial approach, friendship and the like. As the level of the government interest the PAP did not enable the management Dessie police station to take administrative decisions based on concrete evidence. According to their response, if the government needs effective performance appraisal practice, it should be focused on the police officers perception about performance appraisal.

Generally, according to the analysis and findings of the study, Dessie city police office organization structure is functionally organized but the office is not effective in performing the core performance appraisal practice due to the above mentioned problems and challenges posed on the police office. Therefore this study recommends the following solutions.

### **Recommendation**

The following recommendations are suggested and can be utilized to improve the practice of performance appraisal and minimize problems in Dessie city administration police office.

- It is appreciable that the police office is organized based on functional organization and it could be best if the appraisal practice gives enough time gap of evaluation period for the officers. Because, the job of police officers are not ended in a short period of time.
- The criteria of the police office, which comes from the regional police commission, should be revised based on the working environment of the police office. The government, as well as the concerned policy makers should emphasis it. Moreover, the designed PA criteria should have a capacity to identify police officers strengths and weaknesses with a view to improve their future performance.
- The concerned body, like civil service bureau, should make the appraisal techniques economical, viable to administer and possible to implement. To minimize the shortage of the budget like stationary, computers etc the police office should allocate enough amount of budget.
- The evaluation of performance appraisal is unquestionable for police office; however, it should not be time consuming for the top level managers as well as the officers. Therefore, it needs one independent department.
- The existing performance appraisal practice of Dessie city police office should be fair and unbiased, focused on the office's core competency, and effectively communicate the performance appraisal standards for the police officers. The top level managers should have serious follow up.
- For the effectiveness of the appraisal in the office, the raters should get formal training on the process of managing, motivating and evaluating employee performance. Otherwise evaluating without adequate training may miss the objective of the appraisal in the office. On the other hand, the rater's in the police stations during the appraising periods should be motivating.
- A continuous and deep training should be conducted for the police officers about the aim and importance of police officers.
- The current performance appraisal system should motivate employee to set goals for better performance. It should be linked with rewards such as pay increases, bonuses, and/or promotions. This creates a positive attitude about performance evaluation in the minds of the police officers. In the contrary, ineffective performers should be punished.



- To achieve the government's interest, the government should first conduct an important training for the police office and related PA criteria should be designed.

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