

**THE ASSESSMENT OF EMPLOYEE'S ATTITUDE TOWARDS PERFORMANCE
APPRAISAL PRACTICE IN ETHIO TELECOM WOLKITE BRANCH**



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**A Research Essay Submitted In Partial Fulfillment of the Requirements for Bachelor of
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Abstract

The purpose of this study was to assess the employee's attitude towards performance appraisal in case of Ethio Telecom wolkite branch. Several accessible performance appraisal systems require a coordinated effort between the human resource department and the manager of the organization who are responsible for conducting performance appraisal. The study was conducted on primary and secondary data source used to collect data. In order to collect the primary data the researcher used closed ended and open ended question and structured interview. And also secondary data the researcher used ethio-telecom document. The researcher has been taken 37 employees in the organization. So the researcher used census method. The analysis incorporated both quantitative and qualitative approaches, with results presented through descriptive statistics, frequency distributions, and percentages. The researcher has made an endeavor to find out effective employees attitude on performance appraisal, the relationship between employees attitude and performance appraisal is positive and the techniques of evaluation used in the organization was management by objectives. This research was helped to obtain enough knowledge regarding employee's attitude towards performance appraisal in the organization and for the future. At the end some idea were forwarded as conclusions and recommendation.

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CHAPTER ONE

INTRODUCTION

1.2 Back ground of the organization

Ethio-telecom is established in the capital city of Ethiopia and flow toward each regional state and others city by opening its branches to address all customers in the country. In order to connect every Ethiopian through ICT, to provide product and service that enhance the development of our nation and to build a successful brand known for its customer consideration (www.ethiotele.com.et)

At the time being Ethio-telecom service is spreading towards all regions and others city but the whole is controlled by the headquarters telecommunication held capital city. The company a working capital and so many employees with permanent work place condition and payment as well as temporary workers.

The wolkite branch of Ethio telecom starts performing its will intend activity at the time when such convenes are not wildly used know among the population of the country its establishment .will apparently in response to be triggered by the development of the city.

Wolkite branch is located in Gurage zone, approximately 160 km of Addis Ababa. Geographically, wolkite is located at 9.5922 degree North Latitude and 41.8607 degree East Longitude

Vision of Ethio-telecom:

To be a world-class telecom service provider.

Mission of Ethio-telecom:

1. Connect Ethiopia through state-of-the-art telecom services.
2. Provide high-quality, innovative, and affordable telecom products and services that enhance the development of our nation and ensure high customer satisfaction.
3. Build a reputable brand known for its customer consideration.
4. Build managerial capability and manpower talent that enables Ethio-Telecom to operate at an international level.
5. Support community and environmental development.

Goal of Ethio-telecom:

1 To rehabilitate, extend, repair and maintain the telecommunication facilities of Ethiopia

2 To engage in the business of telecommunication for profit

3 To accelerate digital transformation of Ethiopia

Values of Ethio-telecom

1. Lead with vision.

2. Be committed to understanding, meeting, and exceeding the telecom needs and expectations of the country at large and customers in particular.

3. Respect customers and recognize that the revenue generated allows Ethio-Telecom to operate.

4. Recognize employees of Ethio-Telecom as the most valuable assets and create a conducive working environment that allows them to develop and grow.

5. Excellence: Be committed to high-level performance, customer service quality, organizational excellence, and continuous improvement of service quality.

6. Integrate: Be ethical and honest in all assignments.

7. Accountability: Be accountable to all stakeholders.

1.1 Background of the Study

A performance appraisal is indeed a way of measuring an employee's performance. As of now there are no alternatives to measuring an employee's performance, in whichever new way the employer tries to evaluate the employee's performance, it will still be called as doing the employee performance appraisal. The evolution of Performance appraisal practice started as old as human being started social life but well designed and planned performance appraisal system has emerged during Industrial revolution in Europe. Performance appraisal can be defined as the formal assessment and rating of individuals by their managers at, usually, an annual review meeting based on predetermined goals (Armstrong, 2006).

Performance appraisal is the systematic process of weighting and measuring of employee performance against standards set or predetermined goals and these standards are obtained by the help of job analysis. Performance appraisal means

evaluating an employee current and or past performance relative to his or her performance standards (Desseler, 2013).

Performance appraisal is the measurement of work and its results by using the scale and index that we can measure the desired quantity and quality with precision and free of personal judgments and vague criteria of evaluation. Measurement of an activity is done by activity and comparison of its results with a criterion that we can evaluate the desired quantity and quality precisely. Performance is the way through which employees perform their duties and the evaluation is judging the performance of employees, (Scott, 2009).

According to (Desseler ,2013) the main reasons to performance appraisal are the following:- Most employer still base pay, promotion and retention decisions on the employees appraisal, Appraisal play a central role in the employers performance management process, Appraisal lets employer and the subordinate develop plan for correcting any deficiencies and to reinforce the things the subordinate does right, Appraisal should facilitate career planning they provide opportunities to review the employees career plan in light of his or her exhibited strengths and weakness and Supervisor use appraisal to identify employees training and development needs and appraisal should enable the supervisor to identify if there is a performance gap between the employees' performance and his or her standards and it should help to identify the causes of such gap and the remedial steps required.

FAO (2013) stated that Performance appraisal (PA) is one among a strong management tool for motivating people, increasing productivity and attainment of organizational also as employees" objectives. Even though performance appraisals can be quite effective in motivating employees and resolving performance problems, in reality, only a small number of organizations use the performance appraisal process to its full potential. Performance appraisal systems are key levers that can be used to motivate and drive employee performance. Sysoieva, I. (2020).Performance Appraisals is that the assessment of individual's performance during a scientific way. It's a developmental tool used for all round development of the worker and thus the organization. The performance is measured against such factors as job knowledge,

quality and quantity of output, initiative, leadership abilities, supervision, dependability, co-operation, judgment, versatility and health (A. Decenzo, 1999).

In general the researcher was conducted on employee's attitude towards performance appraisal in Ethio Telecom wolkite branch.

1.2 Statement of the Problem

Performance appraisal is one of powerful management tools for motivating people, increasing productivity and attainment of organizational as well as employee's objectives. Effective performance appraisal system encourages employees who work energetically and creatively towards the accomplishment of organizational goals become the significant assets and powerful tools for the organizational success. Employee performance has been primary focus area by human resource managers. As a result, a number of performance appraisal techniques have over time been devised to help establish employee's performance. In the contemporary times, the use of performance appraisals has been extended beyond rating of the employee's performance to aspects such as attitude (Idowu, 2017).

Despite the importance of understanding employee attitudes toward performance appraisal practices, there was limited research on how these attitudes shaped and were shaped by the appraisal process at Ethio Telecom. A lack of insight into these perceptions can hinder efforts to improve appraisal practices, ultimately employee satisfaction, retention, and organizational success. This study sought to address this gap by assessing employee attitudes toward performance appraisal practices at Ethio Telecom's Wolkite branch, exploring key factors such as competence, evaluation errors, and the availability of work facilities. The findings aimed to provide insightful recommendations for enhancing the effectiveness and fairness of the performance appraisal system, thereby fostering a more motivated and engaged workforce.

The study deals with the attitude and reaction employee's towards the overall performance appraisal system based on the Job knowledge, concern for order and quality, productivity, Interpersonal skills, analysis and appraisal procedure in the organization.

In General the research would answer the methods of performance evaluation used in the organization, the relationship between attitude and performance appraisal, how employee attitude affect performance appraisal and what is the standard setting process of the organization.

1.3. Research Questions

1. How does the company uses assessment techniques to evaluate employee performance?
2. What is relationship between employees attitude and performance appraisal?
3. How employees attitude affect performance appraisal?
4. What is standard setting process of the organization?

1.4. Objective of the Study

1.4.1 General Objective

The general objective of the study was to assess the employee's attitude towards performance appraisal practice in case of Ethio-Telecom wolkite branch.

1.4.2. Specific Objectives

The specific objective of the study would include the following

- To investigate the assessment technique of evaluation used by the organization
- To examine the relationship between employees attitude and performance appraisal
- To Assess how employees attitude affect performance appraisal
- To review the performance standard setting process of the organization.

1.5 Significance of the Study

The study expected to have the following importance

It would help the organization to improve its performance appraisal practice and help it would give clues for employees to solve the existing problem.

- The study was recommended some possible solution that can probably increase the employee's performance.
- This study would be also having benefits for future research who wants to conduct further study up on the related problem.
- The study also would be considerably serving readers to know about the relationship between employees attitude and performance appraisal for employees in the organization.

1.6 Scope of the Study

The study was delimited or restricted with only to assess employee's attitude toward performance appraisal in case Ethio-Telecom wolkite branch. The researcher was conducted the research based on employees attitude toward performance appraisal Ethio-Telecom at wolkite branch.

1.7 Expected Limitation of the Study

In undertaking this work the researcher faced many difficulties at a time of data collection. Such as

- UN willingness of the respondent to give relevant information, Lack of cooperation of the employees ,Workers unable to return the question on time, Miss understanding of the question and Shortage of time for data collection

1.8 Organization of the Paper

The study was organized into five chapters, the first chapter deals with introductory parts of the study which includes; back ground of the study, back ground of the organization, statement of the problem, research question, Objective of the study, significance of the study and expected limitations of the study. The second chapter focuses on related literature review which mainly bases assessment of performance appraisal and employees attitude. The third chapter deals with research methodology that includes: Description of the study area, Research design, Description of population, sampling technique, source of data, data collection method, data analysis method and Ethical consideration. The fourth chapter deals with data presentation and Analysis and the fifth chapter includes conclusion and recommendation that the researcher comesup

with. Finally, every work that would be referred to be includes reference and appendix.

CHAPTER TWO

2. An Overview of Performance Appraisal and Employees Attitude

2.1. Performance Appraised

2.1.1 Definition of Performance Appraisal

Performance appraisal is processes by which organizations evaluate employees Job performance appraisal expand the Human resource management department information based. It is a critical activity of human resource management. It goal is to provide an accurate picture of past and future employee performance (das and Davis 1993).

Performance appraisal is a process that involved tormenting and communicating to employees how they are perforating their Jobs and establishing a plan for improvement. Some of them are common uses of performance appraisal are to make decision related to merit pay increases, Promotion, layoffs, and firings (Byars and rue, 2005).

Performance appraisal means evaluating an employee current or past performance relative to the person's performance standards (Dressler 2003)

2.1.2. Importance of Performance Appraisal

According to das and Dave's 1993 the followings are importance of performance appraisal.

- Performance improvement: - performance feedback allows the employee, the manager, and

- Compensation adjustments: - performance evaluation helps decision maker' as determine who should receive pay raises.
- Placement decision: - Promotion, transfer and demotions are usually based on past or anticipated performance. Often promotion is a reward for past performance.
- Training and development needs. Poor performance may indicate the needs for training. Likewise, good performance may indicate untapped potential that should developed.
- career planning and development:- performance feedback quires Carr decision about specific career path one should investigate
- Deficiencies in staffing process: - good or performance implies strength or weakness in the human resource departments staffing procedures.
- Information inaccuracies: - Poor performance may indicate Karroo in job analysis information human resource departments staffing procedures'/ Avoidance of discrimination:- accurate performance appraisal that actually measure job related performance Insure that internal placement decisions are not discriminatory.

2.1.3. Determinants of Performance

Job performance is the net effect of an employees' effort as modified by abilities role perceptions, and result procedure.

- Effort which results from being motivated refers to the amount of energy an employee uses in performance a job.
- Abilities are personal characteristics used performing a job. Abilities usually do not fluctuate widely over short period of time.
- Role perception: - refers to the direction in which employees believe they should channel their efforts on their Jobs.

2.1.4 Why should Performance Appraisal?

The critically performance appraisal information up on which promotion and salary decision can be made performance appraisal offers an opportunity to review the pardon's cater plan in light of strength and weaknesses (www. Consultelicde)

2.1.5 Steps in Appraising performance

The performance appraisal process contains three steps (Dessler, 2003)

- Define Job means making sure that sure and your subordinated agree on his or duties and Job standards.
- A Appraising Performance, means comparing you subordinate's actual performance to the standards that have been set: this usually involves some type of rating form
- Feed backs session:- here two types of discuss the subordinates performance and progress, and make plans for any development required.

2.1.6 Performance Appraisal Methods

There are different methods of performance appraisal (Rue and byars, 2005)

A. Essay Appraisal Method

The Essay Appraisal Method requires the manager to describe an employee's performance in written narrative form. Instruction is often provide to the managers at to the topic to be covered. Atypical essay appraisal question might be quality of work Job knowledge, and ability to get along with other employees.

The primary problem with essay appraisals is that their length and content can vary considerable depend ending on the manager) and method can be very subjective (where as objective measures are more defensible)

B. Graphic Rating Scale Method

With the graphic rating method, the manager assesses an employee factors such as quantity of work, dependability, job knowledge, attendance, accuracy of work, and cooperation. Graphic rating scale includes both numerical ranges and written description.

This method is used when it becomes necessary to compare the performance of two or more employees ranking methods can be used. Two or more commonly used ranking methods are alternation paired comparison and forced distribution (Rue & Byars 2005)

- Alternations ranking: - in this ranking method the names of the employees to be evaluated are listed down the left side of a sheet paper. The manager is then asked to choose the most valuable employee on the list, cross that name off the left hand list & put it at the top of the common of the right side of the paper. The manager is then asked to elect and cross the most of the least valuable employee from the left hand column and move it to the bottom of the right hand column.
- Paired comparison ranking: - This method is best illustrated with an example suppose manager is to evaluate six employees. The name of this compares the first employee work. Then the manager thinks the first employee as produced more work than the second employee, she or he places a check, mark by first employee's name. The first employee is then compared to the third, fourth, and six the employees on the same performance criterion.
- Forced distribution: - This method requires the manager compare the performance of employees in place a certain percentage of employees at various performance level. It assumes the performance level. It assumes the performance level in a group of employees is distributed according to a bell shaped or normal curve one problem with the forced distribution method is that for small groups of employee, a bell shaped distribution of performance makes not be applicable. (Rue and Byars(2001) Management by objective (MBO)
- Management by objective (MBO) requires the management to set specific measurable goal with each employee and then periodically discuss the later progress towards these goals. The term MBO generally refers to comprehensive, organizational wide goal setting and appraisal program committing of six steps.
- Set the organizational goal:- establish an organization wide plan for next year and set company goals

- Set departmental goals: - next department heads take this company goals and with their superiors jointly set goals for their departments.
- Discuss departmental goals: - department heads discuss the department goals with all subordinates often at a department wide meeting.
- Define expected results: - department heads and their subordinates set short term individual performance larger.
- Performance review. Department heads each employees actual and targeted performance
- Provide feedback: - department heads and employees discuss and evaluate the letters progress. (Dossier 2003)

2.1.7 Characteristics of an Effective Performance Appraisal System

According to das and developments (1993) the basic character tics of an effective performance appraisal are:-

1. Validity (relevance):- is of utmost importance invalid (Job relevant) criteria leads to based assessment results are the most valid criteria since they tend to be objective.

2. Reliability (consistency):- although highly desirable is difficult to achieve ink an organizational setting between of different raters, different instruments and changing work environment

3. Control of standard

4. Frequency of feedback given by the supervisor immediately after effective or in effective Job behavior is observed. However, this is unrealistic in an organization setting.

5. Rater training:- rates need to trained in observation techniques and categorization skills. Ratters also have to be familiar with the money potential rating errors.

6. In put in to interview process: - a lolling employees to have high level of

participation in the appraisal interview increases employee satisfaction and morale.

7. Appraisal consequences: - appraisal without consequences less their effectiveness very quickly. Employee as well as supervisors have to see that appraisal results are the seriously by management and followed up on.

8. Acceptable goals: - performance goals are often set unilaterally by managers, sometimes too high for an employee.

9. Deference sources (rates):- relying on the judgment of one person increases the risk of biases (rating error)

2.1.8 Guidelines for Effective Performance Evaluation Interviews

According to das and Davis 1993, there are different guidelines for effective performance evaluation interview.

- Emphasize positive aspect of employee's performance
- Tell each employee that the evaluation session is to improve performance not, to discipline.
- Conduct the performance review session in private with minimum interruption.
- Make criticisms specific, not general a vague.
- Focus criticism on performance, not on personality characteristics.
- Stay calm and do not argue with the person being evaluated
- Identify specific actions the employee can take to improve performance
- Emphasize the evaluator's willingness to assist the employee's effort to improve performance.
- End of evaluators session by stressing the positive aspects of the employee performance and reviewing plans to improve performance
- To prepare for the interview, the manager should answer the following questions.

- What results should the interview?
- What good contributions is the employee making?
- Is the employee clear about the manager's performance expectations?
- Is the employee working up to his or her performance
- What training does the employee need to improve?
- What strength does the employee have that can built or improved? (Rue and Byars:2005)

2.1.9 Developing Performance Improvement Plans

- Defined the performance issue put the problem in writing specify if the employee is lacking in a particular skill, or it is a behavioral problem that needs to be addressed
- Establish expectations, define the area of performance or behavior that need to be improved. List the changes of skills are required from the employee
- Establish time lines. Lines. The performance improvement plan must include deadlines and schedule of priorities. Identify the time periods in which actions are to be taken and changes are to be made.
- Develop an action plan that includes goal and objectives. Assign specific tasks to both the swerving and e/employee to make the improvements out lined in the expectations.
- Decide on a method of evaluation. Include plans for how there employee's improvements will be reviewed and how frequently evaluations will occur.
- Review the performance improvements plan with the employee. Make sure the employee understand all the element of the help, and is prepared to accept the consequences that are laid out if satisfactory employee performance is not achieved (www.wikihow.com)

2.1.10. Potential Errors in Performance Appraisal

The following are potential errors in the performance appraisal (Rue and Byars 2005)

Leniency:- is the grouping of ratings at the positive end of the scale instead of speeding them through the scale,

Central tendency: - occurs when performance appraisal statistics indicates that most employees are evaluated similarly as doing average or above average work.

Recency:- occurs when performance evaluation are based on work performance most recently, generally, work performed one to two months before evaluation

Halo effect: - occurs when the inter-rater or allows single prominent characteristics dominant Judgment of all other raters.

2.1.11 Overcoming Errors in Performance Appraisal

Promising approach to overcoming errors in performance appraisals is to improve the skills of managers suggestions on the specific training managers should receive are often vague, but they usually emphasize that managers should be given, but they emphasize that managers should be given government training to observe behavior accurately and judge it fairly.

More research is needed for definitive set of topics for managers training can be established. However, at least a manager should receive training in.

- The performance methods of the company,
- The importance of the manager's role in the total appraisal process.
- The use of performance appraisal process and
- The communication skills necessary to provide feedback to the employee (Rue and Byars 2005)

2.2 Employees Attitude and Behavior

2.2.1 Definition of Attitude

An attitude could be defined as learned predisposing to respond in consistently favorable or unfavorable manner with respect to a given object (Kreinter and Kicky, 2006).

Attitudes have traditionally sided as a rational process of analyzing the value and expectancy of outcomes of the attitude objective. Thus belief predict feeling, which predict, behavioral intentions, which predict behavior (Shane and Glinow, 2005)

2.2.2 Components of Attitude

The following are components of attitude (Shane and Glinow 2005)

- **Beliefs-** these are your established perceptions about the attitude object what you believe to be true. For example you might believe that merges result in layoffs, or you might believe that merges ensure survival in an area of globalization. This belief develops from past experience and learning
- **Feelings:** - represent your positive or negative evaluations of the attitude object. Some people think mergers are good. Other thinks them bad.
Behavioral intention: - these represent your motivation in a particular behavior with respect to the attitude object; you might plan to quit rather than stay with company during the merge (Shane and Glinow, 2005).

2.2.3 Effects of Particular Appraisal Techniques of Employees Attitude

For motivating employees by providing them feedback on what they are doing. The management by objectives or work standards approach seems to be good choices; if they involve real participation it is most likely to lead to inner commitment to improve performance (Referent, at Last.)

2.2.4. Strategic Importance of Employee Relations Practice

Employee relation practice is important because the following major reasons can be offered (Das and Davis, 1993).

- Good employee relation practice improve productivity is significantly affected by two factors ability and attitude. Ability is simply whether or not the employee is

able to performance the Job. Attitude on the other hand, refers to an individual is willingness to perform the Job ability influenced by such things as training education, innate attitude, tools and work environments, Attitude is influenced by myriads of factors such as level of motivation Job satisfactions and commitment to work.

- Good employee relation ensures implementation of organizational strategies? Good employees and receive their commitment.
- Good employee relation practice reduces employee costs good employee relation practice, significance and interest in the employees. When becomes part of the organizational culture, significant cost saving in the terms of reduced absenteeism and turnover can emerge.
- Good employee relation help top achieve the personal goals of the human resource function: - a keen interest in the employees work related and career goal. None only brings benefits to the organization interns of improved employee morale, improved productivity of skilled personnel.

CHAPTER THREE

3. RESEARCH METHODOLOGY

3.1 Description of the Study Area

The study will be conducted in wolkite Town, Gurage Zone, of the southern Nation,

Nationalities, which is located in central part of Ethiopia and about 160 km from Addis Ababa. The zone shares common frontier with sodo district, near west of kembata Tembaro zone, north of butajira and south of Hadiya zone. Wolkite town has latitude and longitude of 8°17'N and a longitude of 37°47'E. In decimal format. These coordinates are approximately 8.2833° N and 37.7833° E. wolkite Town is known by vibrant culture and economics activities the town has a diverse population that engage es in various form of agriculture, trade and small-scale industries.

3.2 Research Design

In this study the researcher used descriptive types of research design to describe the characteristics of the study population. Sharma (2000) describe that a descriptive survey is appropriate for the study of attitude, opinion, preference and practice of the subject under investigation besides it was useful in showing the immediate status of observable fact. The researcher was fully convinced that this method is more appropriate to study the research by assessing employee's attitude towards performance appraisal practice.

3.3 Research approach

The researcher was used qualitative and quantitative research method. Quantitative method was used to apply percentage of respondents data collected through questionnaire techniques by the use of table and percentage analysis using results. In particular quantitative approach was employed to explain the data extracting from key informant interviews and quantitative approaches to describe the questionnaires which the respondents respond.

3.4 Description of Population

The target population of the study was employees and manager of Ethio telecom wolkite branch. The population size of this study was 37 including the manager. From this population 23 were males and 14 were females

3.5 Sampling Techniques and Sample Size Determination

The researcher was used census methods because the total populations of the study were small in number. A census is the procedure of systematically acquiring and recording information about the members of the given population and also Census is

based on all items of the population and then data are analyzed. Census is statistical methods of data collection and used when complete enumeration of the population is needed and when the target population of the study is small in number. Census is an appropriate than sample the reason behind why the researcher used census survey method, it is attractive for small population, eliminates sampling error, Provide detailed information on an all individual population. In addition to this it is possible to obtain high quality and reliable information from the respondent. Therefore, an advantage of the census method is that even the most remote of the units of the population get includes in the census.

Source of Data

The study was conducted based on primary and secondary data. The primary data were collected through interview and questioners. Secondary data has been gathered from different theoretical as well as empirical reviews. Sources of the secondary data were Ethiopia-telecom annual performance appraisal systems and employee attitude; as well as different books have been used for reference.

3.7 Data Collection Method

The researcher used different data collection methods in order to collect the relevant data for the purpose of this study which were questionnaires and interview. Opened and closed ended questioner was distributed to employees at Ethio-Telecom of wolkite branch and interview was conducted with manager of the Ethio-Telecom.

3.8 Methods of Data Analysis

This study was consisted of both quantitative and qualitative data since the researcher was collected the relevant and reliable data from primary sources. The response of the question was interpreted and analyzed using descriptive statistics. The data was presented by using tables including elements like frequency distribution and percentages in order to show the result easily.

3.9 Ethical Consideration

The researcher was free from unethical behavioral means that the aggressiveness, hostility side so as to getting respondents consent and allowing them to leave any time

they wants .And also, the researcher was politely ask the respondents and give high degree of politeness for target study to conduct and information to be delivered to the subject of study only those but also the information obtained from respondents in the study be kept confidentiality.

CHAPTER FOUR

4. RESULTS AND DISCUSSIONS

In this chapter, the data are presented in tabular form and percentages, and are analyzed and interpreted to explain the findings of the study. The primary data were collected from employees of Ethio Telecom wolkite branch. The researcher distributed

questionnaires to the employees and conducted interviews with the managers of the organization to obtain relevant information for the study. Questionnaires were distributed to 37 employees, of whom 23 were male and 14 were female. Out of these, 20 male and 14 female respondents returned the questionnaires, while 3 respondents did not return them.

4.1. Analysis of Primary Data

4.1.1. General Information of the Respondents

As indicated in table 4.1.1 in item 1.1. The number of male employees was 59% where as the number of female employees were 41% out of total employees. This indicates that the number of male employees of Ethio Telecom wolkite branch was higher compared to female employees.

Item 1.2 further classifies employees by age group. According to the respondents, 74% of employees were between 26-35 years old, 14% were under 25 years old, and 12% were between 36-45 years old. This implies that most employees fall within the productive age group in the organization.

Item 1.3 describes academic status of employees. According to the data, 88% of employees hold a first degree, while the remaining 12% hold a Master's degree. This indicates that the majority of employees are first degree holders, showing that the workforce of Ethio Telecom wolkite branch is generally well-educated.

This implies that most of the employees academic status was 1st degree holders. This shows that the workers of Ethio Telecom wolkite branch were mostly well educated.

Item 1.4 presents the marital status of employees. The data shows 79 % of employees are married, while 21% are single. This suggests that most workers are married, which may contribute positively to the organization, as married employees are often considered more stable, responsible, and better able to focus on extend tasks within the organization.

Lastly, item 1.5 reveals information about employees' work experience. The highest percentage of employees (35 .3%) have more than 3 years of work experience, 35.3%

have between 1-2 years of experience, and 29.4 % have less than one year. This shows that the majority of employees have considerable experience, allowing them to gradually understand the organization's social, political, cultural, and environmental dynamics, which help them, accomplish tasks effectively.

No	Item	Personal Profile	Frequency	Percentage
11.	Sex	Female	14	41
		Male	20	59
		Total	34	100
1.2	Age	Below 25	5	14
		26-35	25	74
		36-45	4	12
		Above 45	-	-
		Total	34	100
1.3	Educational level	Grade 10/12 completed	-	-
		Diploma	-	-
		Certificate	-	-
		1 st degree	30	88
		Master	4	12
		PhD	-	-
		Total	34	100
1.4	Marital status	Married	27	79
		Single	7	21
		Total	34	100
1.5	Work experience	Below 1 year	10	29.4
		1-2 years	12	35.3
		Above 3 years	12	35.3
		Total	34	100

Source: questionnaire, 2025

4.2. Analysis Regarding Employees Attitude towards Performance Appraisal.

4.2.1. Effectiveness of Performance Evaluation used at your Organization

No	Item	Response	Frequency	Percentage
1	How do you rate the effectiveness of performance evaluation method used as your organization?	High	12	35
		Medium	22	65
		Low	-	-
		Total	34	100

Source: questionnaire 2025

As indicated in table 4.2.1, 65% of the respondent replied that the effectiveness of performance evaluation method used in the organization was medium. While 35% of the respondents believe that performance evaluation method use in the organization was high. The researcher concluded that the rate of effectiveness of performance evaluation method used in the organization was medium.

4.2.2. Effect of Employees Attitude towards Performance Appraisal

No	Item	Response	Frequency	Percentage
2	Do you think that employees attitude affect performance appraisal?	Strongly agree	5	15
		Agree	27	79
		Disagree	2	6
		Strongly disagree	-	-
		Total	20	100

Source: Questioner 2025

According to the above data, 79% of the respondents responded agreed to the point that employees attitude affect performance appraisal, 15% of the respondent replied that strongly agreed and the remains 6% of the respondents replied disagree with the point of employee's attitude affect performance appraisal. This implies that employee's attitude affect performance appraisal in the organization.

4.2.3. Change in Performance Appraisal System

No	Item	Response	Frequency	Percentage
3	In what extent the organization current performance appraisal system different from the former one?	Fundamentally	5	15
		In some extent	20	59
		No difference	9	26
		Total	34	100

Source: questionnaire, 2025

As shown in table 4.2.3, 59% of the respondents replied that current performance appraisal system differ from the previous system used in the organization in some extent and 26% of the respondent replied the current and the previous performance appraisal system is the same, and also 15% of respondents states that current

performance appraisal system differs from the previous system used in the organization fundamentally. This shows that the current performance appraisal system is different from the previously used in organization

4.2.4. The Period of Evaluating Employees Performance

No	Item	Response	Frequency	Percentage
4	How often organization does evaluates its employees performance?	Once a year		
		Twice a year	24	71
		Quarterly	10	29
		Monthly	-	-
		Total	34	100

Source: questionnaire 2025

As indicated in the above table 4.2.4, 71% of the respondents answered that the ethio-telecom evaluates its employee's performance twice a year. But only 29% of the respondents also answered that the ethio-telecom evaluates its employee's performance quarterly. From this the researcher concluded that the ethio-telecom evaluates its employee's performance twice a year.

4.2.5. Methods of Evaluating Employees Performance

No	Item	Response	Frequency	Percentage
5	What methods does the Ethio telecom used to evaluate its employees performance?	Graphical method	-	-
		Alternative ranking method	4	12
		Force distributed method	10	29
		Management by objectives	20	59
		Total	34	100

Source: questionnaire 2025

As shown in the above tale 4.2.5, 59% of the respondents stated that the method used

to evaluate employees performance in the Ethio telecom was management by objectives, 12% of the respondents replied that alternative ranking method was used and 29% of respondents replied that forced distribution method was used to evaluate employees performance.

4.2.6. The Primary Criteria used by a Company to Evaluate Employees Performance

No	Item	Response	Frequency	Percentage
6	In what criterion does the Ethio telecom primary evaluates its employee's performance?	Job knowledge of employee	5	15
		Behavioral flexibility	-	-
		Personal attitude	-	-
		Customer orientation	4	12
		Select all simultaneously	25	73
		Total	34	100

Source: questionnaire, 2025

According to table 4.2.6, 73% of the respondents said that selecting all simultaneously was the primary criteria to evaluate the employees performance, 15% of the respondents replied that job knowledge of employees and 12% of respondents were replied customer orientation criteria to evaluate its performance. This implies that most of the time the criteria primary evaluate employee's performance based on selecting all simultaneously.

4.2.7. Measures of Employees Performance

	Item	response	Frequency	Percentage
7	How the organization does measures employee's	By job position	25	74
		By dividing sex	-	-

		By work experience	9	26
		Total	34	100

Source: questionnaire, 2025

Table 4.2.7, indicates that, 74% of the respondents answered it measures employees performance based on job position whereas 26% of respondents said that based on work experience. This implies by job position was the main performance measure in the organization.

4.2.8. Performance Appraisal change Employees Attitude

No	Item	response	frequency	Percentage
8	Does performance appraisal change employee's attitude?	Yes	27	79
		No	7	21
		Total	34	100
9	If your answer to the above question is "Yes" how did it change performance appraisal?	By creating awareness on the job of each employees	15	44
		Letting employees learn punctuality	5	15
		By developing work experience in the future	4	12
		Select all simultaneously	10	29
		Total	34	100

Source: questionnaire, 2025

According to the table 4.2.8, item 8, 79% of respondents stated that performance appraisal change employee's attitude where as 21% employees stated that performance appraisal does not change employees' attitude.

Generally this shows that performance appraisal change employees attitude in the

ethio-telecom

From table 4.2.8, item 9, 44% of the respondents replied that due to creating awareness on the job position of each employees performance appraisal change employees attitude, 15% of the respondents said that all the above lists can be performance appraisal change employees attitude, 12% of them also by developing work experience in the future and the another 29% are said that letting employees learn punctuality due performance appraisal change employees attitude due to this creating awareness and the job position of each employees was the main changes of employees.

4.2.9. Performance Appraisal as a Determinant factors for Employees Attitude

No	Item	Response	Frequency	Percentage
10	Do you think that performance appraisal will determine employees attitude	Yes	20	59
		No	5	15
		To some extent	9	26
		Total	34	100
11	If the above question is yes how does it determine?	By changing the existing work habit employee	10	29
		By increasing the previous paid salary	5	15
		By bringing peaceful cooperation between employees.	5	15
		Select both by changing the existing work habit of	4	41

		employees and by bringing peaceful cooperation b/n employees.		
		Total	34	100

Source: questionnaire, 2025

As indicted in the above table 4.2.9, item 10, 59% of respondents stated that performance appraisal determine employees attitude and 26% of them replied sometimes performance determine employees attitude and 15% of respondents stated performance appraisal is not determine employees attitude. In addition to the above from item 11, 15% of the respondents replied that performance appraisal would determine employee's attitude by bringing peaceful cooperation between employees, 15% of the respondents answered that by increasing the previous paid salary. Were as 15% of the resporndents answered that both by changing existing work habit of employees and by bringing peaceful cooperation of employees would determine employees attitude and 41% of respondents replied that performance appraisal would determine employee's attitude by changing the existing work habit of employees. From this analysis the researcher concluded that performance appraisal would determine employee's attitude by bringing peaceful cooperation between employees in the ethio telecom

4.2.10. Relation Between Employees Performance & Reward System

No	Item	Response	Frequency	Percentage
12	Do you think that apprising employee's performance closely related to the organization reward system?	Yes	20	59
		No	5	15
		To some extent	9	26
		Total	34	100
13	If above question 12 answers are yes how employee's performance closely related	If the employee's performance is good, their	10	29

	the reward system?	employee will get good reward.		
		If the employee performance is good, the organization performance and employees satisfaction improve the system.	18	53
		And employee's satisfaction improves at the same time.	6	18
		Total	34	100

Source; questionnaire, 2025

As shown in the above table 4.2.10, item 12, 59% of the respondents replied that appraising employee's performance was closely related to the organization reward system. 26% of the respondents responded that to some extent appraising employee's performance was closely related to the organization reward system. The remaining 15% of them were appraising employees performance not closely related the organization reward system.

From the above table item 13, 29% of respondents responded the reason of employees performance closely related to the reward system because the employees performance was good, the employees would get good reward, were as other 53% of the respondents respond that the reason for employees performance closely related the reward system was the employees get high reward then the organization performance and employees get high reward then the organization performance and employees satisfaction improved at the same, 18% of the respondent also select all simultaneously. From this

analysis the researcher concluded that the reason for employees performance closely related to the reward system was if the employees performance was good employees would get good reward in the organization.

4.2.11. Potential Performance Obstacles in the Organization

No	Item	Response	Frequency	Percentage
14	Which one is the common potential performance obstacle in your organization?	Conflict demand employees time	8	24
		Inadequate work facilities and equipment	15	44
		Restrictive policies.	10	29
		Lack of cooperation	1	3
		Total	34	100

Source: questionnaire, 2025

As indicated in the above 4.2.11, 44% of the respondent responded that inadequate work facility and equipment was the common potential performance obstacle, 29% of the respondents replied that restrictive policy was the common performance obstacle and 24% of the respondent was replied conflict demand employees time and other 3% were replied lack of cooperation was the common performance obstacle in the organization. From this the researcher concluded that the most common performance obstacle in the organization was inadequate work facilities and equipment in the ethio telecom

4.2.12. Performance Appraisal and Employees Attitude Relation

No	Item	Response	Frequency	Percentage
15	Do performance appraisal and employees attitude	Yes	25	74
		No	9	26

	have positive relation?	Total	34	100
16	If your answer for question 15 is "yes" how do you express their relationship?	If the performance appraisal is better, the employees attitude also good.	19	56
		If the performance appraisal is better the employee's attitude also poor.	10	29
		If the performance appraisal is poor, the employees attitude also poor		
		Select all both first third alternatives.	5	15
		Total	34	100

Source: questionnaire 2025

From the above table 4.2.12, item 15, 74% of the respondents replied performance appraisal and employees attitude have positive relation and the remaining 26% of the respondents responded performance appraisal and employee's attitude does not have positive relation. From this the researcher concluded the performance appraisal and employees attitude have positive relation in the organization.

According to table 4.2.12, items 16, 56% the respondents said that the performance appraisal is better the employees attitude also good and 29% of the respondents said that both if the performance appraisal is better the employees attitude also good and if performance appraisal is poor the employees attitude also poor were express the relationship.

From this it is possible to conclude the relationship between performance appraisal and employees attitude express due to if performance appraisal is better the employees

attitude also good in the organization.

Table 4.2.13. Objective of Performance Appraisal

No	Item	Response	Frequency	Percentage
17	Which one of the following item can be considered as the main objectives of performance appraisal in your organization?	To determine promotion	24	70
		To increase salary	-	-
		To supply data to the management of performance employees.	3	9
		To determine training needs.	2	6
		Select both the 4 th and 3 rd alternatives.	5	15
		Total	34	100

Source: questionnaire, 2025

From the above table 4.2.13, 70% of the respondents replied that to determine promotion as the main objective of performance appraisal, 9% of the respondents stated that to supply data to the management of performance employees and 6% of the respondent replayed that to determine training needs was the main objective of performance appraisal. The rest 15% of the respondents believed that both to determine training needs as indicated the above table 70% of the respondents replied then research concluded that to determine promotion was the main objectives of performance appraisal in the organization.

Table 4.2.14. Methods of Standard Setting Process

No	Item	Response	Frequency	Percentage
18	Which method of standards setting process used in your organization?	Performance Target	28	82
		Quality of work	2	6
		Team collaboration	4	12

		Total	34	100

Source: questionnaire, 2025

As it is indicated in table 4.2.14, 82% of the respondents said that performance target was the method of standards setting process used in the organization, 12% of the respondents believed that team collaboration was the method of standard setting process, 6 % of respondents replied quality of work is methods of standard setting process in the Ethio-Telecom.

Table 4.2.15. Employees Satisfaction for Performance Evaluation

No	Item	Response	Frequency	Percentage
19	Do you think that majority of Employees satisfied performance evaluation?	Yes	25	73
		No	3	9
		To some extent	6	18
		Total	34	100

Source: questionnaire, 2025

According to the above data, 73% of the respondents believed that majority of employees was satisfied by performance evaluation and 9% of the respondents believed that does not satisfied by performance evaluation. And the remaining 18% of respondents believed that to some extent employees satisfied by performance evaluation in organization. This information shows the majority of employees satisfied by performance evaluation in the organization.

How do Employees Perceive Performance Appraisal in Relation to work in an Organization?

Most of the respondents respond the performance appraisal evaluates how much the job knowledge experience committing the work and how much the organization evaluates according to experience performance appraisal is also common good knowledge and to initiate for better job.

Performance appraisal and employees have positive relation because after evaluation workers get good result. The employees also do their works effectively and vice versa.

In other words some respondents believed that performance appraisal evaluated by the management body or evaluated by checking and understanding the value of performance of each employees other than the evaluators. This implies that employees perceived performance appraisal relation to work by positively.

4.3. Analysis of the Data Collected Through Interview.

In addition to the questionnaires distributed to the employees the researcher conducted an interview with key person that means the manager of Ethio- telecom wolkite branch about the assessment of employee's attitude towards performance appraisal system in the organization. This interview embraces five questions and analyzed as follows.

- What techniques do you use to improve the performance appraisal in your organization?
- What is the relationship between employees attitude and performance appraisal in your organization?

The manager implied that employee's attitude and performance appraisal is affirmative. That is the supervisor tries to justify for all training given to employees under their supervision. Therefore most of the time, their reaction is positive. This shows that employees attitude and performance appraisal have positive relation in the organization.

- How do you think does employee's attitude affect performance appraisal in your organization?

The general manager responded that objectivity is relative that is whether he answered that their appraisal system is objective. The levers of objectivity depend from one evaluator to another again some evaluators tried the reaction of employees under supervision. Because of their negative reaction when the appraisal is below their expectations. Based on the above description we can conclude that employee's attitude affect performance appraisal in the study area.

- What is the objective of performance appraisal in the organization?
 - The manager believed that the purpose of performance appraisal was to evaluate the performance of employees periodically and apprising those employees who

performed well and taking remedial measures for those who performed poorly through training and other disciplinary measures when the reason behind poor in misbehaving.

- This shows that to evaluate the performance of the employees periodically and appreciation those employees who performed well and taking remedial measure.

CHAPTER FIVE

5. Summary, Conclusion and Recommendations

5.1 Summary

This study has assessed on the employee attitude towards performance appraisal in Ethio Telecom of Ethiopia wolkite branch .To find out the problem of the organization the researcher use primary data like interview and questionnaire. So from the study the following summary are forwarded.

- 65% of the respondents replied that of effectiveness of performance evaluation method used in the organization is medium.
- 79% of the respondent stated that employee attitude affect performance appraisal.
- 71% of the respondents respond the organization evaluate employee performance twice a year.
- 59% of the respondent responds the methods of evaluate performance is management by objectives in the organization.
- 73% of the respondents respond that the criteria to evaluate performance are by selecting all simultaneously.
- 79% respondents sated that performance appraisal change employee attitude by the way of creating awareness on the job position of each employee.
- 59% of the respondent believes that apprising employee performance is closely

related the organization reward system by the way, if the employee performance is good the employees will good reward.

- 74% of the respondents replied that performance appraisal and employee attitude also good.
- 82% of the responded believe that a method of standard process used in the organization is performance Target.
- 73% of the respondent answered that employee are satisfied to performance evaluation.

5.1 Conclusion

The findings of this paper provide several important implications. The main findings of the study are outlined in detail. Based on the study's questionnaire, the following conclusions are drawn:

- The primary objective of performance appraisal in the organization is to supply management with data on employee performance. The criteria for evaluating performance include knowledge and job position.
- The current performance appraisal system has been affected by previous policies and regulatory changes.
- The method used to evaluate performance is management by objectives. However, the effectiveness of performance appraisal methods is moderate. A common challenge in performance appraisal is the lack of adequate work facilities and equipment.
- Employees' attitudes influence performance appraisal, and performance appraisal, in turn, affects employees' attitudes.
- Employees' attitudes contribute to peaceful cooperation among staff. There is a positive relationship between performance appraisal and employee attitudes—when performance appraisal is well-conducted, employee attitudes tend to be more positive.
- The standard-setting process used in the organization is performance Target, and the majority of employees are satisfied with the performance evaluation system. Most respondents believe that performance evaluation encourages commitment to work, enhances knowledge, and motivates employees.

5.2 Recommendation

In view of the findings and the problem mentioned above coupled with the review of related literature the following recommendations are suggested for the organization and other practitioners.

- The finding shows that potential performance obstacle in the organization is conflicting demand in employee's time. The manager should be properly used time and resource to reduce the organization conflicting demand.
- To satisfying the ethio-telecom manager the condition of performance evaluation and set objectives by assessing present and future opportunities to satisfy employees.
- It is not advisable to evaluate twice a year. It should change in to quarterly in a year evaluate employees due to enhance the working capacity of employees.
- To minimize the employee's attitude affect performance appraisal in the organization is the manager should give training for employees to change the attitude of employees.
- Introduce time-management training and tools to reduce conflicting demands on employees.
- Organize team-building activities and recognition programs to strengthen cooperation, reduce workplace friction, and cultivate a positive attitude toward appraisals.
- Develop a structured follow-up process to monitor the implementation of performance improvement plans. Regular check-ins will ensure accountability and support employees in achieving their targets.

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Appendix I

QUESTIONNAIRE TO BE FILLED BY EMPLOYEES

WOLKITE UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF MANAGEMENT

This Questionnaire is prepared to be filled only by Ethio telecom employees Wolkite branch

Dear Respondents

The purpose of this questionnaire is to collect primary information on assessment of employee's attitude towards performance appraisal practice in case of ethio telecom Wolkite branch.

Hence, your cooperation in providing information will help for the success of this study.

4. How often Organization does evaluate its employees performance?

- A. Once a year B. Twice a Year C. Monthly D. Quarterly

5. What methods does the Organization use to evaluate its employees performance?

- A. Graphical Method B. Alternation ranking method

- C Management by objectives D. Force distributed method

6. In what criterion does the bank primary evaluates its employee's performance?

- A. Job knowledge of employee B. Behavioral flexibility
C. Personal attitude D. Customer orientation E. Select all
simultaneously

7. How does the organization measure employee's performance?

- A. By job position B. By dividing sex C. By work experience

8. Does performance appraisal change employee's attitude?

- A. Yes B. No

9. If your answer to the above question is "yes" how did it change performance appraisal? Specify-----

10. Do you think that performance appraisal with determine employees attitude

- A.Yes B. No C. to some extent

11. If the above question is yes how does it determine?

Specify-----

12. Do you think that apprising employee's performance closely related the organization reward system?

- A. Yes B. No C. to some Extent

13. If above question 12 answers are yes how employees' performance closely related

the reward system?

Specify-----

14. Which one is the common potential performance obstacle in your organization?

Specify-----

15. Does performance appraisal and employees attitude have positive relation?

Specify-----

16. If your answer for question 15 is "yes" how do you express their relationship?

Specify-----

17. Which one of the following item can be considered as the main objective of performance appraisal in your organization?

A. To increase salary B. To determine training needs

C. To supply data to the management of performance employees

18. Which method of standard setting process used in your organization?

A. Performance Target B. Quality of work C Team collaboration

19. Do you think that majority of employee's satisfied performance evaluation?

A. Yes B. No C. To some Extent

Appendix II
WOLKITE UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF MANAGEMENT

Interview with current employee of Ethio telecom wolkite branch

Part III: Based on Interview

1. What is the objective of performance appraisal in the organization?
2. What is the relationship between employee attitude and performance appraisal in your Organization?
3. How do you think does employees attitude and performance appraisal in your organization?
4. How do you think does employee's attitude contributes for his important and success of the Organization?

