

**T.C.  
ISTANBUL AYDIN UNIVERSITY  
INSTITUTE OF SOCIAL SCIENCES**



**PERFORMANCE APPRAISAL AND ITS EFFECTS ON EMPLOYEES  
MOTIVATION: A CASE STUDY OF AFGHAN WIRELESS  
COMMUNICATIONS COMPANY IN KABUL**

**MBA THESIS**

**SAYED MUJTABA HAMIDI**

**Department of Business  
Business Administration Program**

**Thesis Advisor: Prof. Dr. Ahmet Sedat AYBAR**

**July, 2019**

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T.C.  
İSTANBUL AYDIN ÜNİVERSİTESİ  
SOSYAL BİLİMLER ENSTİTÜSÜ MÜDÜRLÜĞÜ



YÜKSEK LİSANS TEZ ONAY FORMU

Enstitümüz İşletme İngilizce Anabilim Dalı İşletme Yönetimi İngilizce Tezli Yüksek Lisans Programı Y1712.130035 numaralı öğrencisi **SAYED MUJTABA HAMIDI**'nin "Performance Appraisal And Its Effects On Employees Motivation "A Case Study of Afghan Wireles Network in Kabul"" adlı tez çalışması Enstitümüz Yönetim Kurulunun 05.07.2019 tarih ve 2019/16 sayılı kararıyla oluşturulan jüri tarafından oybirliği/oyçokluğu ile Tezli Yüksek Lisans tezi **16.07.2019** tarihinde kabul edilmiştir.

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## **DECLARATION**

I hereby declare that all information in this thesis document has been obtained and presented in accordance with academic rules and ethical conduct. I also declare that, as required by these rules and conduct, I have fully cited and referenced all material and results, which are not original to this thesis.

**SAYED MUJTABA HAMIDI**

## **FOREWORD**

All Praise to ALLMIGHTY ALLAH, who has created the Universe and human kind with power to learn and gain knowledge through which we can develop our inner souls and the society around us with knowledge, love and care for everyone.

My gratitude and appreciation goes to Prof. Dr. Ahmet Sedat AYBAR, whose true professional, helpful, constructive guidance and encouragement attitude throughout this research work has enabled me to learn a lot during my work and enabled me to complete this research work and becoming a better version of me. Furthermore, words fell short for me to thank and appreciate my family especially my respected father who has always encouraged me to pursue higher education and my helpful brothers whose moral, emotional, and economical support has always been with me to achieve my dreams.

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**July, 2019**

**Sayed Mujtaba HAMIDI**

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## **ABBREVIATIONS LIST**

<b>AWCC</b>	: Afghan Wireless Communications Company
<b>AISA</b>	: Afghanistan Investment Support Agency
<b>ATRA</b>	: Afghan Telecommunications Regulatory Authority
<b>DEA</b>	: Data Envelopment Analysis
<b>GSM</b>	: Global System for Mobile Communications
<b>HRM</b>	: Human Resources Management
<b>M</b>	: Motivation
<b>UNESA</b>	: United Nations Economic and Social commission for Asia and the Pacific
<b>PA</b>	: Performance Appraisal
<b>SIGAR</b>	: Special Inspector General for Afghanistan Reconstruction
<b>SPSS</b>	: Statistical Package for Social Sciences



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**ABSTRACT**

In current highly competitive environment in organizations, where managing the workforce has gained a lot of attention and importance, where different companies and organizations are achieving not only competitive advantage but also high quality, cost effective product lines, customer and investor satisfaction as well. One of the essential aspects of workforce management is performance appraisal which is not only used to for appraisal purposes solely but, also for compensation, promotion, training determination by the management in current modern organizations.

In this paper the researcher analyzed the impact of performance appraisal on employee's motivation in Afghan wireless communications company in Kabul.

Afghan wireless telecommunication company which is one first and amongst biggest telecommunication services provider throughout Afghanistan with a large number of employees was selected for the purpose of this case study. Since, it's a quantitative research study a questionnaire containing 25 questions was distributed amongst the employees of Afghan wireless communications company, to which 91 of the employees replied.

As a result of the findings of the primary and secondary data the researcher concluded that performance appraisal and motivation has correlation amongst them and it was not only performance appraisal that impacted the motivation of employees in Afghan wireless communications company but Satisfaction with appraisal system, Financial rewards, Decision making authority, and regular training was also among the factors that impacted the motivation.

**Keywords:** *Performance appraisal, Motivation, Telecommunications, Training, Financial Rewards*

# PERFORMANS DEĞERLENDİRMESİ VE ÇALIŞANLARIN MOTİVASYONU ÜZERİNE ETKİLERİ: KABUL'DA AFGAN KABLOSUZ HABERLEŞME ŞİRKETİ'NİN BİR OLAY ÇALIŞMASI

## ÖZET

İş gücünün yönetilmesinin çok fazla dikkat ve önem kazandığı kuruluşlardaki mevcut rekabet ortamlarında, farklı şirket ve kuruluşların sadece rekabet avantajı elde etmekle kalmayıp aynı zamanda yüksek kalite, uygun maliyetli ürün grupları, müşteri ve yatırımcı memnuniyeti sağladığı yerler. İşgücü yönetiminin temel yönlerinden biri, sadece değerlendirme amaçlı değil aynı zamanda mevcut modern organizasyonlarda yönetim tarafından tazminat, terfi ve eğitim tespiti için kullanılan performans değerlendirmesidir.

Bu yazıda araştırmacı performans değerlendirmesinin çalışanın Kabil'deki Afgan kablosuz iletişim şirketindeki motivasyonu üzerindeki etkisini analiz etti.

Bu vaka çalışması için Afganistan'da Afganistan'ın tamamında ilk ve en büyük telekomünikasyon hizmetleri sağlayıcısı arasında yer alan Afgan kablosuz telekomünikasyon şirketi seçildi. Nitel bir araştırma çalışması olduğundan Afgan kablosuz iletişim şirketinin çalışanları arasında çalışanların 91'inin yanıtladığı 25 soru içeren bir anket formu dağıtılmıştır. Birincil ve ikincil verilerin bulguları sonucunda araştırmacı, performans değerlendirme ve motivasyonun aralarında bir korelasyon olduğu sonucuna varmıştır ve sadece Afgan kablosuz iletişim şirketindeki çalışanların motivasyonunu etkileyen performans değerlendirme değil, değerlendirme sisteminden memnuniyet, Finansal ödüller Karar verme yetkisi ve düzenli eğitim de motivasyonu etkileyen faktörler arasındaydı.

**Anahtar Sözcükler:** *Performans değerlendirme, Motivasyon, Telekomünikasyon, Eğitim, Finansal Ödüller*

## **1. INTRODUCTION**

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

Managing people in an organization has gained much importance over the course of time, as if looked around from multi-billion organizations to small scale production firms each has a separate department (HRM) which is concerned with managing the work force in the organization. In the 21<sup>st</sup> century organizational setup, the human resources management is considered to be the backbone behind the success of an organization. Amongst other important functions the human resources department is trusted to have a close eye on the workforce contribution to the achievement of the objectives and goals of the organization, which is achieved through Performance appraisal.

As according to (Boswell and Bourdreau, 2002, Judge and Ferris, 1993), PA is amongst the most contemplated practices of workforce management.

Fletcher, (2001), points that performance appraisal now covers a variety of activities where it's not only merely used as a tool to assess the employees performance by the manager and then provided with a yearly report on his performance, but in the modern organizations its used in the assessment, competence developing, performance enhancement and distribution of rewards and most importantly a good means of workforce motivation.

While on the other hand, for an organization to achieve its goals and objectives a well-motivated pool of labours is considered to be the key. Motivated personnel respond effectively to the goals of an organization and directs his/her efforts towards attainment of those goals, where an un-motivated workforce can sometimes be a blockade for a company to achieve its vision and mission and to surpass any obstacle which the company might face. (Kalimullah et al, 2010).

Over the past decades, both performance appraisal and motivation are one of the most researched phenomena among the researchers, and many researchers over the course of time have tried to indicate the relationship amongst them. In order

to elaborate further the relation amongst the motivation and PA, this case study is intended to elaborate the effects of performance appraisal on motivation through a Kabul, Afghanistan based Telecommunication company, Afghan wireless communications company.

### **1.1.1 Afghan Wireless Communications Company (AWCC)**

In this modern era, the technological advancements have led telecommunications sector to a rapid growth worldwide. Same is the case with Afghanistan, despite of decades of war the telecommunications sector has been developing rapidly since late 2000's. It has been observed that telecommunication sector has developed greatly in terms of coverage, provision of service, network quality, as well as business strategies and organizational setup, all of which has led to increased competition among the telecom sector which in terms leads these service providers to have a well-trained and motivated workforce to achieve competitive advantage.

Currently there are five telecommunication service providers operating in Afghanistan which includes Roshan, Etisalat, MTN, Salaam and AWCC. Combinedly they provide services to about 19 million phone users in Afghanistan. (Baharustani, 2013)

AWCC is one of the first GSM companies in Kabul, Afghanistan which got its license to start their operations from Ministry of Telecommunications and I.T in 1998, but due to the civil war and security problems it was inaugurated in 2002, and made its first call on 26th April 2002 by the former Afghan President "Hamid Karzai". Currently Afghan wireless network is amongst the top telecommunications companies operating in Afghanistan and offers many telecommunication services along with 3g and 4g services covering most of the provinces and territory.

Since, AWCC is one of the extensive telecom service providers in Afghanistan with thousands of employees so, the researcher aims to focus on the factors which is used to motivate the workforce of different departments along with its relation to the performance appraisal in Afghan wireless telecommunication company AWCC. (Afghan wireless, 2019)

## **1.2 Significance of the Study**

A motivated workforce leads the organization towards achievements of its goals and mission. The lack of motivation may often have a negative impact not only on the employees itself, but, on many other aspects of an organization such as production quality, quantity, employee turnover, customer satisfaction, competitive advantage, and may become an obstacle towards the attainment of certain goals set by the organization. On the other hand, as many studies suggest that performance appraisal is a core component to elaborate an employee's performance outcome and can be used as a tool to identify the better job performers and those who fell short in achievement of their duties. Additionally, PA can be used as a means to appreciate the better performers and motivate those who lack performance to perform better in future. This study will identify the links among performance appraisal and motivation, and additionally, through this study the researcher will identify other aspects and factors which is considered to affect the personnel motivation both negative and positive. Additionally, this research is a case study conducted in Afghan wireless communication company in Kabul, Afghanistan, which may be helpful to the Kabul based telecommunication companies to identify the gaps in their performance appraisal systems and also identify the factors that can be used to motivate their employees in their respective companies.

## **1.3 Objectives of the Research Study**

Main goals of this research study are elaborated bellow:

- To investigate the impact of performance appraisal on motivation in Afghan wireless communication company.
- To identify the effects of the performance appraisal system applied in AWCC and to figure out its effects on the performance outcome of the employees.
- To classify additional factors which can be essential in personnel motivation in AWCC, and how each of those factors have an effect on their motivation level.
- To know about the satisfaction of employees in Afghan wireless telecom about the current system used to appraise the employees



- To identify other means which can be used by AWCC to motivate its employees.

#### **1.4 Research Questions**

- Can performance appraisal evaluate employees properly in Afghan wireless communications company?
- Do appraisal practices have any effect on motivation of employees in AWCC?
- Are the employees satisfied with the results of the appraisal they receive?
- What other factors impact the motivation level of employees in AWCC?
- What other measures can the management of AWCC implement to boost the motivation level of its personnel?

#### **1.5 Scheme of the Research Study**

This research study contains five main chapters, and each chapter is further divided in to sub-headings.

##### **Chapter 1: Introduction**

The introductory chapter briefly focuses on the nature of the research conducted. Initially, the researcher sheds light on the background of the research topic and the case study of research, additionally, the initial chapter will present significance of the case study under observation and the main objectives of the research being conducted, the researcher also identifies the research questions.

##### **Chapter 2: Literature Review**

The second chapter will shed light on some historical evolution of performance appraisal and motivation which were assessed and researched over the course of time by researchers, furthermore, the second chapter presents different procedures of performance appraisal evaluating their advantages, disadvantages and usages, the literature chapter will also elaborate the factors that affect the PA and motivation, additionally, a synthesis of different motivational theories is pointed out, as the chapter progresses a historical summary of the performance

appraisal and motivation in different fields of study is briefly reviewed. In addition, a brief overview of telecom sector in Afghanistan is reviewed and a conceptual framework would be presented.

#### Chapter 3: Research Methodology

The third chapter of this study emphasizes on methodology upon which the research would be conducted, analyzed and presented. Furthermore, in third chapter the variables of the case study will be identified. Also, the sample, data source, techniques for data collection and procedures for data analyzing are identified.

#### Chapter 4: Data Analysis and Discussion

The fourth chapter which is a major section in this research study will present the findings of the survey with the help of different analysis implemented. It will also present the frequency distribution of the secondary data collected through the questionnaire.

#### Chapter 5: Summary and Conclusion

The final chapter of this research study concludes the dissertation and presents a brief summary of the survey findings followed by recommendations and conclusion. The final chapter is concluded with suggestions for future work on the case study for any further potential future research studies.

## **2. LITERATURE REVIEW**

In this section, I will review literature by classifying them according to historical evolution of performance appraisal framework. First, I am going to look at early development of the literature and will focus on merit-based studies along with focusing on different procedures that are used for performance appraisal and its advantages. Secondly, I will look at motivation literature along with some of motivational theories which were developed over the course of time by different researchers. Since, this type of literature is useful for my purpose in this thesis. Thirdly I will look at different practices of performance appraisal and its relation to motivation over time conducted and researched by different researcher, which will help me develop a great inside idea of the areas that were studied and help me develop an insight.

### **2.1 Performance Appraisal**

There have been many studies conducted regarding the importance of performance appraisal and its link to motivation in the workplace. As Arvey and Murphy, (1998) emphasizes, performance appraisal studies that had been carried out in the distant past were fairly concise. Its origins in the timely twentieth century can be found in Taylor's revolutionary Time movements. Early studies on performance appraisal involved American armed forces as these were focusing on the idea of implementation of performance appraisal by using merit concept, during the First World War. It was man-to-man rating system for assessment of the armed people. Scott and Clothier, (1923), Toppo and Prusty, (2012), mentions that traveling from the army this merit-based idea entered into business milieu and it was limited to the study of hourly-paid employees. The merit-based system was widely used after the First World War, in industrial sectors. Accordingly, relational wage system for hourly paid workers were implemented. In this system, each employee was judged

according to their performance and rated for any given wages rate. This process resulted with useful measurable outcomes.

Sonnentag, (2002) mentions that from an individual perspective performance appraisal is assumed to have as much importance to an individual as much as it has to an organization. As accomplishing tasks and performing above average level can be a source of satisfaction and pride, but on the other hand failing to do so can result in personal and organizational failure.

Manoharan and Deshmukh, (2009) puts spotlight to the organizational perspective of PA to which they add that, in the current changed business environment, where the economy and industries are open to global competition and are driven by customers. Industries recognized that improving the efficiency of the workforce as a tool to organizational success.

A study by Gabris and Mitchell, (1988) states that when appraisal system in an organization assesses the employees fairly throughout the year, the workers are well motivated in the workspace.

The assessment through appraisal system keeps the employee updated regarding his performance in contrast to the required standards of the company. Additionally, Mullins, (2005) describes a broad and well-designed appraisal system as the benchmark to evaluate the performance, and a base for career advancement and refining the performance.

Cleveland et al., (1989) states that performance appraisal assists the employee, the manager and the business all at once. Such as for the employee, performance appraisal helps in career progression through praises, salary raise, promotions and greater responsibilities. From the managerial point, performance appraisal provides a foundation for decisions such as promotion, transfer, firing etc... moreover, PA also helps as a tool of measuring labor's accomplishments, it also provides an opportunity to respond and cooperate with subordinates.

Organizational performance is directly associated to the personnel performance. Employees better performance doesn't occur by itself. Administrative norms, ability to assess, Commitments and the system of appraisal itself, affects the performance of workforce. (Lillian & Sitati, 2001).

Dessler, (2005) describes PA, as a contrast between the employee's past and present performance to the performance criteria of such employee. Moreover, Grubb, (2007) adds that PA is an assessment process to assess the performance of workforce and to assess new means of their performance improvements which ultimately donates in general to the organizational performance. Gupta and Parmar, (2018), mentions that PA is the organized assessment of workforce that is related to the employees work and performance advancement.

Riggio and Bass (2005), adds that for the organization, performance appraisal accelerates evaluation of the output by employees and other work entities. Additionally, it helps as a means of endorsing employee selections and setting procedures, which is a source of assessment of the efficiency of the organizational human resources procedures such as training packages. Performance appraisal can act as a formal procedure for checking and a managing means to expand the capacity and performance of the workforce.

### **2.1.1 Different procedures for performance appraisal**

By understanding different techniques and procedures of performance appraisal, will help me to know which one of the following techniques are being applied in my area of study (AWCC COMMUNICATIONS). How are they being implemented? And what are the outcomes of these procedures accordingly?

As reported by Boswell and Boudreau, (2002), performance appraisal can be applied in any organization in two main forms which are separated in to groups of evaluative and developmental elements of performance appraisal. They further add that evaluative performance appraisal is done when the aim is to compare the performance of employees to a set standard, other employees, or past performance of the employee. Boswell and Boudreau, (2002) further adds that evaluative form of performance appraisal can be conducted when the Human resources department considering, Wages, promotion management, identification of good performers or those who lack performance. On the other hand, they claim that developmental form of performance appraisal carried out to enrich the performance, skills and overall improving the effectiveness of individuals in the organization. Developmental form of Performance appraisal includes identification the strengths and weaknesses of employees, identifying

training needs and may include setting of goals for employees. (Boswell and Boudreau, 2002).

Different procedures are practiced for the PA purposes, which can be grouped into conventional approaches. The conventional method of appraisal or Free Form method that involves the supervision and assessment of a worker's performance by his manager (Bano, 2017). In 21<sup>st</sup> century, the non-traditional or modern method of appraisal is commonly rehearsed in much of the organizations.

Typically, these methods are used over the globe as a system for the appraisals.

- Assessment centers
- Behaviorally anchored rating scales (BARS)
- Narrative Method
- 360 Degree Performance Appraisals
- 720-degree performance appraisal
- Management by objectives (MBO)

As per a study conducted by Bano, (2017) Assessment centre includes the familiar procedures, trials that are assumed to the collection of workers actual performance on a given task to measure their capabilities. Behaviourally Anchored Rating Scales is the technique that contains prearranged rating zones or rating module zones through which the employee is rated as per his or her performance or behaviour on a given situation accordingly. In the narrative method manager writes a narrative report on the employee's past, current and expected performance it's a basically long form of appraisal and is losing scope. 360 degree involves the response of anybody that has an interaction with employees in the association. Self-assessment, subordinate-assessment, superior-assessment, peer ranking approach are included in a 360-degree assessment technique. These approaches are fewer organized than the traditional techniques. 720-degree appraisal is a modern and enhanced version of appraisal which is used to appraise the performance of upper level management which includes the views of customers, investors, suppliers and any other party involved with the organization.

In the bellow given tables different forms of performance appraisal which are being applied in different organizations are evaluated, explaining their usage along with the advantages and disadvantages of each one.

**Table 2.1:** Techniques of Performance Appraisal

Technique	Applied for	Advantages	Disadvantages
Ranking Method	Used to rate the workers from best performers to worst ones, based on specified attributes	<ul style="list-style-type: none"> <li>• Quick</li> <li>• Mostly Transparent</li> <li>• Cost Effective</li> <li>• Easy to Conduct</li> </ul>	<ul style="list-style-type: none"> <li>• Less objective oriented</li> <li>• Reasonable for small firms</li> <li>• Ineffective to evaluate the Strengths and weakness of workforce</li> </ul>
Graphic Rating Scales	Employees are evaluated through a pre-set range of traits and performance scale, and then scored through their performance for each trait.	<ul style="list-style-type: none"> <li>• Simple</li> <li>• Standardized method to compare employees' performances</li> <li>• Effective in reducing personal bias</li> </ul>	<ul style="list-style-type: none"> <li>• It is more subjective</li> <li>• All the employees must possess the same set of characteristics.</li> </ul>
Critical Incident	Reviewing past records of certain on the job behaviors of employees and discussing it with them at a specified time	<p>Based on employee's direct behavior observations</p> <ul style="list-style-type: none"> <li>▪ Cost effective</li> <li>▪ Such appraisal are based on actual evidence</li> </ul>	<ul style="list-style-type: none"> <li>• Requires too much time to analyze the behavior of each employee</li> <li>• May provide an insight of organizational issues to the competitors</li> </ul>
Narrative Essays	In such method an employee's past performance reports, strengths, weaknesses, suggestions for improvement are provided by the evaluator in form of a essay	<ul style="list-style-type: none"> <li>• Employees are provided with detailed information about their performance</li> <li>• Feedback is provided to improve performance</li> </ul>	<ul style="list-style-type: none"> <li>• Some supervisors may be biased towards some employees and therefore write a biased report.</li> <li>• Time consuming</li> </ul>
Management by Objectives	Evaluation of employees are done through a set of pre-determined objective set by the evaluator and are ranked based on their achievement of those objectives	<ul style="list-style-type: none"> <li>• Employees are motivated to perform their best in achieving certain objectives</li> <li>• Provides a certain mechanism of measuring the performance of each employee</li> </ul>	<ul style="list-style-type: none"> <li>• Supervisor may fall short of explaining the actual objectives, and so does the employees may perceive different interpretation of objectives</li> <li>• May be ineffective to evaluate an employee's actual quality and honesty towards the organization.</li> </ul>

**Table 2.1:** (con) Techniques of Performance Appraisal

Technique	Applied for	Advantages	Disadvantages
Behaviorally Anchored Rating Scale	The technique that contains prearranged rating zones or rating module zones through which the employee is rated as per his or her performance or behavior through numerical scale.	<ul style="list-style-type: none"> <li>• Describes an employee's performance in a clear manner</li> <li>• More objective</li> </ul>	<ul style="list-style-type: none"> <li>• It is mostly performance oriented rather than result oriented</li> <li>• Requires too much time</li> <li>• A specific rating scale must be created for each job performance</li> </ul>
Assessment Centers	The collection of workers actual performance data on a given task to measure their capabilities over a period of two or three days	<ul style="list-style-type: none"> <li>• Convenient methodology</li> <li>• Simple and cost effective</li> </ul>	<ul style="list-style-type: none"> <li>• Because it's so time consuming so a large group of evaluators must be available to assess each employee</li> <li>• A limited number of employees can be evaluated on a given set of time</li> </ul>
360 Degree Appraisal	In 360-degree appraisal method, Superior appraisal, Subordinate appraisal, Peer rating appraisal are included	<ul style="list-style-type: none"> <li>• A great tool to increase the employee performance potential</li> <li>• Provides reliability and accuracy</li> <li>• More credible</li> </ul>	<ul style="list-style-type: none"> <li>• Can be very costly</li> <li>• Can demoralize the employee if provided with negative feedback</li> <li>• May be difficult to keep the confidentiality of the appraisal</li> </ul>
720 Degree Appraisal	It is a modern and enhanced version of appraisal which is used to appraise the performance of upper level management and employees, that includes the views of customers, investors, suppliers and any other party involved with the organization.	<ul style="list-style-type: none"> <li>• Feedback from all the involved parties with the organization</li> <li>• A good tool to improve overall organizational performance</li> <li>• Better customer feedback</li> </ul>	<ul style="list-style-type: none"> <li>• Requires some specific training to evaluators</li> <li>• Time consuming and costly</li> <li>• Require too much paperwork</li> </ul>

**Source:** Aggarwal, Thakur (2013), IJEAT

The above given table elaborates different methods of performance appraisal that are usually adopted in different industries and organization to evaluate the employees.

Besides these methods Manoharan and Deshmukh, (2009) claims that Data Envelopment Analysis (DEA) is also gaining popularity in many industries and organizations. Based on their study DEA estimates the efficiency of employees based on production functions which describes the highest level of outputs



which can be achieved by relevant and effective inputs. Manoharan et al. (2009) further claims that the main advantage of this form of appraisal is its objectivity, the efficiency of employees is easily quantifiable in such method rather than making costly and time-consuming performance analysis of employees through other methods of appraisal. Through DEA large amount of data can be analyzed with ease. In their research they add that this method makes the decision-making process much less time consuming and effective for the management. They add that this method is currently used widely in assessment of Police forces in the United Kingdom, the result of which has helped in satisfaction with the results and Crime management in the different areas. In the conclusion Manoharan et al. (2009), adds that DEA identifies the efficient employees and the less efficient ones and in turn the management can use these efficient workers to serve as a role model and can be used as an aid to assist in training the less efficient employees they add that DEA can be use full in determining the performance level of employees compared to others, ranking of employees in terms of performance and in last set targets for the less efficient employees so they can become effective member of the organization.

### **2.1.2 Objectives of performance appraisal**

A lot of researches have shed the light on objectives and advantages of a fair appraisal system in different types of organizations around the globe.

As Locke and Latham, (2006) mentions that performance appraisal helps employees to prioritize work and to pursue the knowledge needed to achieve the goals. Decramer, Smolders and Vanderstraeten, (2013) also further states that as the alignment between the organization and the employee on the basis of appraisal increases, it becomes much easier for the organization to achieve its goals and employees tend to show more satisfaction with the appraisal system.

When employees notice the positive income of their work on attaining the organizational goal in a positive way their clarity will be enhanced. Hence, they will be motivated to put in even further effort towards their duties. (Latham, 2012)

Grubb, (2007) states that after employee hiring, perhaps the most influential instrument for the supervisor to assess the performance of employees and receiving consequences is PA.

Evans & Tourish, (2016) states the advantages of PA as a contingency for the workforce to prove their selves and excel in the workplace in case of a positive appraisal at a faster pace than others, which will allow them to attain significant benefits including wages increase, promotion and appreciation. In addition to the benefits from the employees' point of view the organization is also given a proper structure which enables the managers and executives to interact with their employees and clarifying the organizational goals in a proper manner.

So, to sum-up from the above researches it can be well understood that any workplace with a good PA system will result in improved productivity, job satisfaction, recognition, internal communication and as well as an improved salary and compensation plan.

### **2.1.3 Quality of performance appraisal**

Daoanis, (2012), conducted a study on performance appraisal system the results from the research states that for an appraisal system to be considered a success an effective it should possess some consequences as a result of the evaluation, the consequences can be in the form of promotion, salary management and identify the needs of training and developments, if no appropriate action are implemented based on the results of the appraisal then it's just a waste of time and money. The good results most possess some appropriate actions towards the employees performed well and their efforts must be recognized and appreciated in the form of salary increase or promotion, which will in return light up more enthusiastic attitudes of the employees and bring out best of them. (Daoanis, 2012).

Additionally, Waheed, Abbas and Malik, (2018), claims that the way in which the feedback is delivered to employees and the overall delivery mechanism of performance evaluation process is an sensitive issue amongst the employees, Waheed et al., (2018) states that clarity, openness, and the way the results of appraisals are communicated by the supervisor affects its outcome. They further add that if the employees perceive a positive image of the appraisal system, they

tend to show positive attitudes such as work performance improvement, job satisfaction, and less turnover will occur. (Waheed et al., 2018)

Avoiding bias during the performance evaluation is also considered an important factor affecting the quality of appraisal, Bano, (2017) reports that biases from supervisors such as nominating every one as an average performer or in other words assuming the performance of all the workforce as good performers or above average in order to avert strife, also showing bias attitudes toward the employees who tend to have better qualities as compared to the supervisors or people conducting the evaluation, also bias can occur when the evaluators favor some employees over others and evaluate them in tasks which they are comfortable, such issues and bias attitudes tend to decrease the effectiveness and quality of the PA. (Bano, 2017).

#### **2.1.4 Effectiveness of the performance assessment system**

The effectiveness of any assessment system is deeply dependent on how the system is done and implemented. It should serve the values on which the organization is based on and should serve those commitments. Employee development is the aim of an effective employee appraisal system, which identifies the weaknesses of the employees and suggestions are made for improvement while the better performers are appreciated. (Daoanis, 2012).

Edward, (2003) criticizes the rating and ranking appraisal systems which are gaining popularity in modern organizations, Edward, (2003) adds that such systems decreases the effectiveness of the appraisal systems which places hundreds or thousands of employees in to one category of ranking which are pre-set by the managers. He adds that such force distribution of employee's performances represents an unrealistic mandate, and such systems forces managers to make decisions that can't be supported with enough data. They are forced to judge all the employees with a single ranking trait on a single job mostly. (Edward, 2003)

Armstrong, (2006) adds that for conducting an effective performance review, the management must provide:

- An effective outline of the past performance of the individual with actual supportive data.

- The performance review session should have a clear structure.
- Use positive feedback
- Allow the employee to express his/her views and give a chance for self-review or appraisal.
- Concentrate on the employee's performance, not personality.
- Avoid unexpected criticism.
- Agreeing on a specific plan of action for improvements in the job.

### **2.1.5 Performance appraisal and skill development**

The conclusion of any appraisal system is to identify the better performers or the ones who needs their skill to be further polished. As Armstrong, (2006), adds that performance management must incorporate skill development programs, which may include formal training, further development activities, coaching, and job enlargement or enriching. The process of development should provide basis both for present and the potential future roles which the employees may have the ability to perform in the future.

Fletcher, (2001) claims that performance appraisal has gained importance for a variety of activities like developing the competences or skills of employees, enhancing their performance, and identifying of promotional and reward management rather than just evaluating the employees from time to time.

In modern organizational environment money or rewards awarded to the employees is no longer the only method for motivating the work force, whereas, in modern business environment an employee prefers his/her capacity building and developing of skill which can only be identified by an adequate system of performance appraisal. An adequate PA system determines the need of training and development for an individual and thus helping the employees identify his weakness and strengths which he or she can utilize to grow further up the ladder. (Bano, 2018).

Aguenza et al., (2012), adds that if an organizations appraisal system fails to recognize the need of its employees for growth and career development then it can be a major factor for the turnover of the employees.

### **2.1.6 Promotion and rewards**

An effective appraisal system helps develop an effective approach to employee's promotion and allocation of rewards. As Bano, (2017) states that career development has a vital importance to an individual, as developing an efficient appraisal system and linking the promotional, growth and reward opportunities based on the results of those performance evaluations will develop a feeling of trust between the employees for the organization and such system will help in reducing bias which may occur during such process. Furthermore, it gives a sense of value to the employees for their effort and work that they put in and their evaluation results are above average. (Bano, 2017).

Flynn G, (1998), argues that linking the rewards and promotion to the performance of workforce leads to the job satisfaction of the workforce, it helps to boost the attitudes towards the organization and give them a sense of recognition and trust on the performance appraisal system of the organization.

## **2.2 Motivation**

Gungor, (2001) defines motivation as a capability of an individual to transform his/her manners, motivation drives the focus of an individual towards the achievement of some desired objectives.

According to Armstrong, (2006) motivation is referred to as where individuals choose their goals and try to change their behaviour to suit those goals, it also includes the direction of behaviour and its strength which influence employees to act or behave in a particular manner. He further adds that when employees expect that their actions will lead to attaining certain goals accompanied by a reward which will satisfy his wants, such individuals are thought to be motivated.

Motivation leads workers headed for its goals, a well-motivated employee is strongly focused and involved in their respective duties and eventually, tries to improve his or her performance. (Grant et al., 2006). Moreover, it can be added that well motivated employees develop a strong loyalty toward their organizations and when employees develop loyalty towards their workplace this

commitment leads them and the company to greater productivity and the turnover rates are decreased eventually.

Glinow, (2010) defines motivation, when employees work according to defined goals, clear structure and want to achieve them are said to be motivated. Motivation is the awareness of an individual that designate the concentration of her behaviour or his behaviour in a good manner. (Glinow, 2010).

### **2.2.1 Factors affecting motivation**

Curtis, Upchurch and Severt, (2009) in their study utilized Kovach's 10 job motivation factors, they add that there are basically ten factors that motivates an employee towards the work and furthermore, they divided these factors in to two groups of intrinsic and extrinsic variables. The intrinsic variables consist of feeling of involvement in work area, help of supervisor with personal problems, interesting work, career development, promotion, and appreciation for a good job performed. While on the other hand extrinsic factors consists of job security, good salary, work discipline and working conditions. Curtis, Upchurch and Severt, (2009) further adds that the different researchers conducted studies on these factors over the past decade mentioning (Wong et al. 1999; Kovach, 1995), they add that the importance for each of the mentioned factor differed over the passage of time and also demographic changes also played a role to navigate the importance of each of the intrinsic and extrinsic factors for motivation. For example, some females were more motivated by the appreciation factors for their better performances they were motivated when their supervisors appreciated their work. Also feeling of involvement in the work and the nature of work played an important role in their motivation. Furthermore, Curtis et al., (2009) adds that the intrinsic factors also differed between males and females as well as between the employees with higher education and employees earning higher. Job security, career development and promotion opportunities were more important motivation factor amongst married workers. (Curtis et al., 2009).

In other study by Wiley, (1997) reports that good wages generally are an important factor among all employees regardless of age, gender, employment status or occupation. Wiley, (1997), further adds that rewards and reasonable

pay scale has always been amongst the top 5 factors for motivation between employees. In her study she further adds that appreciation for a good job, positive feedback, job security, promotion and growth are among other important factors among employees for motivation. (Wiley, 1997).

An organization's ability to retain and attract the right employee is of utmost importance therefore, developing a retention policy to keep the employees motivated in the organization and to gain most out of them is very important for attainment of organizational objective achievement. (Aguenza et al., 2012). Additionally, the research by Aguenza et al., (2012) further adds the factors of motivation for employers to apply to retain employees in their respective organisations includes of developing a fair reward system, appraise the employees regularly and provide them feedback of their duties in a positive manner, develop flexibility programs for work-life balance, improving relationships with the employees are among the important factors for employee motivation and retention. (Aguenza et al., 2012).

In another study conducted by Danish, (2010), where he analysed the factors affecting motivation and improve work satisfaction. He found that opportunities in job promotions, the task itself, functional procedures of the tasks assigned, Recognition by management, relationship with other workers, fair reward system, gratitude of workers with security of the job, gratification of supervision by the supervisors, moreover, career development and a sense of growth were the important factors in motivation. (Danish, 2010).

Jayaweera, (2015), studied the impact of work environment factors on job satisfaction and motivation. He conducted the study among the hotel sector in England where Jayaweera, (2015) claims that work environment significantly affects job performance he further adds that employees in his study expressed that motivation has a direct relation on their job performance and he found that both intrinsic and extrinsic factors of the organization affects the motivation level among them. He suggests that the workers with a mindset of a non-satisfactory working environment tend to be less motivated consequently, they can't perform satisfactorily. Hence, good working conditions eventually enhances the motivation of employees which will ultimately result in better job performance. (Jayaweera, 2015).

Additionally, job Attributes, remuneration, professional relation with co-workers and achievement as investigated by Lambrou, Kontodimopoulos and Niakas, (2010) among medical and nursing staff are claimed to be the important motivational factors. In their research study Lambrou et al, (2010) adds that medical specialists are mostly motivated by intrinsic factors, and attributes such as job, remuneration, relation with co-workers and achievement opportunities must be taken in consideration by management to enhance employee motivation. (Lambrou et al., 2010).

Analysing the above literature studies by researchers we can conclude that the factors which impacts the motivation of workforce in distinct sectors can be categorized as bellow:

- Work environment and condition,
- Career development and promotion opportunities
- Good salary and wages (it doesn't need to be high but a reasonable wage system according to the work performed).
- Satisfaction with the Appraisal system
- Development of flexibility programs for work-life balance
- Job security
- Gratification of workers with the career development and achievement
- Feeling of involvement in work area and decision-making process
- Help of supervisor with personal problems,
- Appreciation for a good job performed by the management

Studying the above literatures which elaborates different factors that affect motivation, urges us to conduct a study on performance appraisal and its effect on motivation along with some of the above-mentioned factors in this study. And the researcher will try to find what impact the appraisal system in Afghan telecommunications sector have on Motivation of employees. In the next title we look at some traditional motivation theories which are studied and researched quite a lot by many researchers over decades and are taught to be the base of motivation in most studies.



### **2.2.2 Synthesis of traditional motivation theories**

Some primary and existing motivational concepts that are deliberated further down which provide knowledge about motivation of individuals and what factors and forces motivate an individual.

Theory X and Theory Y:

Theory X and Y on employee motivation which was proposed by Douglas McGregor, (1960), By which he suggests two theories with the help of these theories the management can address and perceive motivation for the workforce.

In first theory (X) assumes that employees falling under this category are people who dislike work, lacks ambition, have little desire for responsibility, avoid solving organizational problems, self-centred they resist to change. Such people require hard approach to get motivated they need micromanagement and tight controls. Opposite to theory X is Theory Y where employees falling under this theory are those who enjoys work, self-directed, creative, enjoys taking responsibilities. With such employees the management in order to further motivate them must decentralize control, take steps for job enlargement and perform regular performance appraisals.

Two Factor (Motivator-Hygiene) Theory

Frederick Herzberg, (1959) suggested a two-factor theory also widely known as Herzberg motivator-hygiene theory. As per Herzberg Hygiene factors are those job factors which are necessary for motivation existence among workers, these factors don't necessarily lead to long term gratification of workforce, but if these factors are lacking in work place, they might lead to dissatisfaction. Hygiene factors include Pay, Policies, fringe benefits, Physical working conditions, interpersonal relations, Job security. On the other hand, Motivational factors include recognition, sense of achievement, responsibility, Growth and promotional opportunities and meaningfulness of work. Which leads to long term satisfaction or motivation of employees on the job. This theory emphasizes upon job-enrichment so as to motivate the employees

### Theory of Three needs

This theory was developed by David McClelland, (1986) which discusses that there are three requirements that are indispensable aspects to get inspiration and what motivates people. These requirements are need for accomplishment, need for power and need for affiliation. In an organization a manager must know and understand the behaviour of employees what they would like to achieve and what their real needs are.

### Goal Setting Theory

This theory was proposed by Edwin Locke (1960). Which is also called goal setting theory of motivation. This theory states, if the objectives and goals are challenging as well as specific, in addition to the provision of proper feedback mechanism, it will ultimately result in higher job performances. It also states that willingness of employees to attain some certain and clear goals is main source of job motivation. The goals must be specific, attainable and challenging.

Understanding of these theories which are developed over a course of time will help significantly in this study, and I will try to understand and evaluate in this study that which of these theories are the factor behind the motivated and un-motivated respondents to this study in (AWCC COMMUNICATIONS).

### **2.3 Performance Appraisal and Motivation (Theory and Practices)**

In this section I have reviewed some of the recent studies conducted by different researches on performance appraisal and motivation in different fields such as (Banks, Non-governmental organizations, production industries, Hospitals, Municipalities). Review of such materials will help me develop the idea of the performance appraisal and motivation in other fields that have been studied prior to my study and develop an idea about their findings and suggestions regarding future studies and suggestions.

In a study Sobia & Shah, (2016) studied employees of Islamic bank in Pakistan about the impact of PA on employee's motivation in Islamic banking system, they concluded that by conducting a systematic and fair performance appraisal there were positive impact on employees at the Islamic banking which resulted

in a positive working environment at the bank and lead toward organizational authority and goal achievement.

In another study which was conducted by Chaponda, (2014) about the effects of PA on workforce motivation of NGO's in Nairobi, he evaluated that the assessment of workers should be conducted regularly on recent favorable or unfavorable events despite of whole year's performances assessment. In such case the management or the appraisal system tend to prove effective and fair in evaluating the employees, which, eventually results in a motivated and focused workforce. Thus, the management must understand that appraisal is a continuous process to reduce conflicts and enables organizational equality.

Aydin and Tiryaki, (2017) evaluated the impact of PA on motivation and productivity in Turkish forest products industry, the suggested that the propose of the employee Performance appraisal must be explained very clearly to the employees and their hesitation has to be reduced by such appraisals in order to motivate them. They further add that to attain the purpose of the PA in any decision-making process regarding the workers, the results of assessments have to be used as a means for education, promotion, job- rotation, or further consultation and etc.

Researchers have also evaluated the effects of performance appraisal on motivation in health system. As per Najafi, Vatankhah & Purnajaf, (2010) in a study of Iran's Toyserkans' health care system found that because of the non-effective appraisal system in Toyserkan's health system there wasn't any effective increase in the motivation level of employees in the health care department. Their study further found that various other factors such as organizational efficiency, observance of justice and fairness in appraisal are key to personnel motivation. And because the job promotion is one of the appraisal usages this factor while appraisal should be considered in much fair way in order to give a recognition to their talents and hard work which will eventually increase the level of employee motivation. They conclude that about 75% of the respondents to their research believes that the existing appraisal systems has very little of no effect on identifying the better performers

While studying the importance of motivation factors on employee performance Ismajli, Zekiri & Qosja, (2015) evaluated municipality employees in Kosovo

Municipalities they add that salary of municipality workers, professional advancement and opportunity for promotion were amongst the most important factors for motivation, wherein work conditions and the objective assessment of performance measurement were amongst the secondary factors for the employee motivation.

In a (2017) study conducted by Bano, where she studied the Non-governmental Turkish organizations about their performance appraisal system and its relation with the motivation level of its employees, she recommended that the management conducting the appraisals should be well trained and should possess a very well know how about the process in order to avoid biases , and in addition to providing positive feedback about employees the ones with a negative feedback should be dealt with a positive manner. She further adds that when there is an increase in employee empowerment and their work is recognized they eventually end up being motivated and thus increasing the overall performance rate of the organization and its achievements.

#### **2.4 A Brief Overview of Telecommunication Sector of Afghanistan**

As Afghanistan continuously being confronted by challenges in terms of civil war, infrastructure damage and other issues. Post the Taliban government, a new hope developed among the citizens of Afghanistan to rebuild the countries damaged or better to say completely destroyed infrastructure with the help of foreign investments and donations of billions of dollars by the international community and donors.

In a report from the (UNESA, United Nations Economic and Social Commission for Asia and the Pacific, 2016), After the establishment of Transitional Government in Afghanistan in 2002, the ministry of information and communications of Afghanistan prepared the telecommunication development strategy. This strategy was merely made to modernize and make the telecommunication sector fully functional, with the help of Satellite, fiber optic and wireless projects.

Eventually, as reported by (UNESCAP, 2016) by the end of 2006 the telecommunication sector became one of Afghanistan's largest revenue

producer, where this sector not only generated more 100\$ million in revenue annually but also created employment opportunities for more than 40,000 employees.

Investors became aware of the opportunities in the telecommunication sector by observing the success of the telecommunications sector. After the launch of Afghan wireless communication company in 2002 other mobile operators started operating and offering their services which are listed below with their operations roll out date:

- Afghan Wireless Communications Company, (2002)
- Roshan Telecommunications company, (2003)
- MTN (Initially named as AREEBA), (2005)
- Etisalat Afghanistan, (2006)
- State-Owned Afghan telecom, (2006)

Besides these mobile network operator’s landline service providers like Wasel telecom and internet service providers (ISP’s) have also rolled out their operations throughout the country.

Afghan telecommunications regulatory Authority (ATRA) was established in 2006. (Economic and Social commission for Asia and the Pacific, 2015).

As telecom statistics announced by (ATRA, 2018) are as follow:

**Table 2.2:** Telecom Statistics

<b>Telecom Statistics (3rd Quarter 2018)</b>	
Mobile Network Operators	6
Landline Operators	1
Mobile Telephone Base Stations	6,798
Mobile Telephone Population Coverage (Approx.)	90%
Landline Telephones	127,794
GSM Subscribers	33,335,701
GSM Active Subscribers (90 days)	21,976,355
CDMA Subscribers	16,776
3G Broadband Subscribers	6,997,208
ISPs (Internet service providers)	62
Investment in Telecom Sector in local Currency	177,542,818,445.52

**Source:** Afghan Telecommunications Regulatory Authority, 2019

Special inspector general for Afghanistan reconstruction (SIGAR) in their report about Information and communication technology of Afghanistan adds that, 17 studies conducted regarding the Afghan telecommunication and information technology suggests that telecommunication sector in Afghanistan grew at a rate equivalent, proportionately to the India and Chinese telecom markets. (SIGAR, 2016).

Additionally, their report includes that the telecommunication sector contributed about \$1.81 billion in revenue to the government of Afghanistan between the years 2002-2013 and created employment opportunities for over 130,000 of people. The report further claims that the information communication and technology sector is estimated to generate an additional \$1billion in revenue per year to the government of Afghanistan within the next decade.

In a recent study about the telecommunication sector of Afghanistan by, (Harpur, 2018), where he reports that one of the most encouraging aspects of Afghanistan's effort to rebuild has been the creation of telecommunication sector, which currently covers over 90% of the total population of Afghanistan.

Harpur, (2018), further adds that the telecommunication sector specially the mobile network service providers have experience reasonably strong growth from 2012 to 2018. He adds that additional strong growth for the telecommunication sector is expected over the next five to six years.

In his report (Harpur, 2018), points out the key developments in telecommunication sector as following:

- The launch of “Wakhan Fiber Optic Project” by the ministry of Telecommunication and I.T
- The roll out of Nationwide Optical fiber internet backbone
- The reasonable growth of Mobile network services throughout the country since 2002.
- The reasonable growth in terms of subscribers and strong competition in the mobile broadband market.

In research study conducted by Baharustani and Afghanistan Investment Support Agency, (2013), it is mentioned that future potential for investment and growth of afghan telecommunication sector will remain high through the years

to come as still only up to 25% of Afghan population has access to internet facilities, and as people become more familiar with the information and technological needs the demand for telecommunication and information will increase. In their combined report they recommended that telecommunication sector should along with help of Ministry of Information and telecommunication and Afghanistan telecommunications regulatory Authority address the following opportunities in telecommunication sector:

- Expand the coverage and increasing the quality of existing coverage area
- Attract more foreign investments to develop new advanced technological changes which will eventually have an impact on the services quality and cheaper rates.
- Penetration of new consumer markets with new and cheaper offers
- Programs to familiarize people with new technology
- Pay more attention to rural areas which are future markets
- Lowering the existing price of services which are higher than neighboring countries.
- Reviewing of current telecom policy as according to current market situation
- The telecommunication sector must train and develop its employees to perform better and hiring of foreigners in key positions of telecommunication sector must be reduced.
- (Baharustani and Afghanistan Investment Support Agency (AISA), 2013).

## **2.5 Conceptual Framework**

So, from the above literature review and survey it is clear that researches which have been conducted on performance appraisal and its relation to employee motivation in different fields have different factors. Therefore, this study will further elaborate the impact of performance appraisal and its effect on employee motivation in a telecommunication sector.

## **2.6 Conclusion**

This chapter summarized historical evolution of performance appraisal framework, its advantages and procedures. the above chapter also focused on

different motivational theories and factors which will be helpful during this study. Also, in this literature review it has been identified that performance assessment not only impacts the workers motivation level but it's also a factor for job satisfaction, organizational justice and employee commitment to the organization.



### **3. RESEARCH METHODOLOGY**

Research Methodology is the specification of methods through which the needed information is acquired for the purpose of a research study. As Dawson, (2002) elaborates that research methodology is the philosophy or the general principle upon which the research is guided.

This chapter sheds the light on the methodology, which is going to be implemented in this study. It points out the techniques and methods of data collection, sampling, analyzing and the area in which the study is being conducted in.

#### **3.1 Scope of the Study**

The following study focuses on the impact and effects of PA on employee motivation in Afghan Wireless Communication Company. As different forms and advantages of performance appraisal and its relationship with motivation in several other areas were discussed in literature review based on those stated relations, this study will focus on performance appraisal and its relationship with motivation in a telecommunication company. Since, telecommunication is fast growing business not only in Kabul but all over the world, with a large number of people associated with it directly or indirectly. It is of such great significance to know the motivation factor behind its employees.

#### **3.2 Research Hypothesis**

On the basis of theoretical framework, the following hypothesis will be tested in this study:

Hypothesis 1:

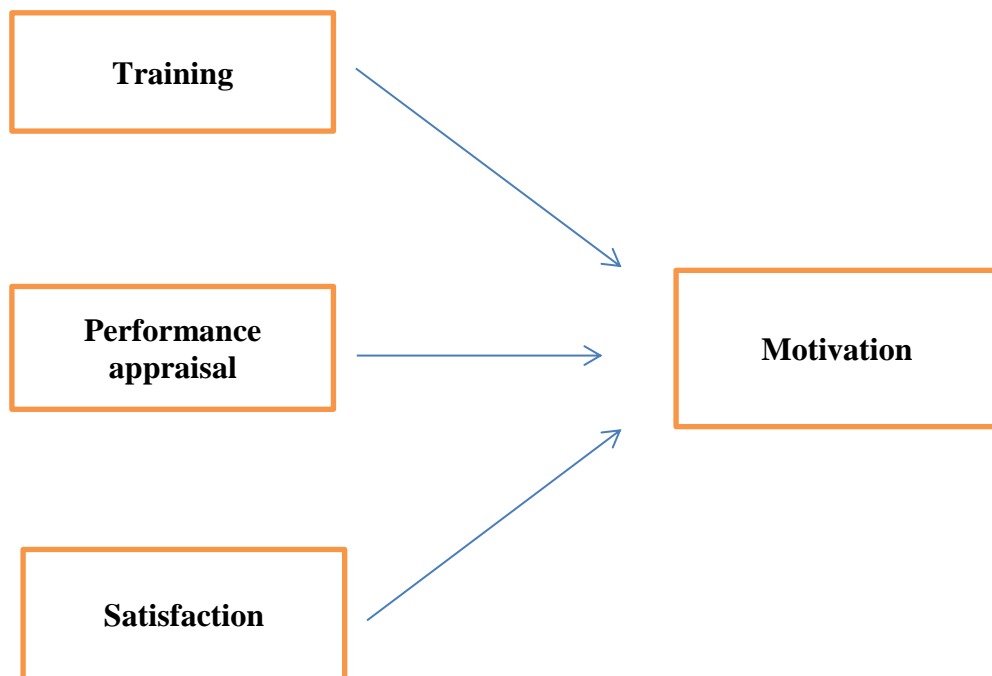
- *H<sub>0</sub>*:PA is directly linked with the motivation of workers in organization.
- *H<sub>a</sub>*: PA is not directly linked with motivation of workers in organization.

Hypothesis 2:

- *H<sub>0</sub>*: Rewards are directly related with the employee's motivation
- *H<sub>a</sub>*: Rewards are not related with employees' level of motivation

Hypothesis 3:

- *H<sub>0</sub>*: Training impacts employee's motivation
- *H<sub>a</sub>*: Training doesn't impact employee's motivation



**Figure 3.1:** Variables

### 3.3 Design of the Study

Because of the nature of the study quantitative research will be implemented. And a questionnaire consisting of two parts, the initial part which includes demographic information and the second part which includes inquiries related to the nature of the study will be distributed amongst the employees of Afghan wireless communication company

### **3.4 Data Source and Collection Method**

This section shows the data source selected, area of study, population and the data analyzing tools used for analyzation of the retrieved data.

#### **3.4.1 Sample**

This study focuses on the effects of performance appraisal on employee motivation on AWCC employees in Kabul. Afghan wireless communication company was chosen for the purpose of this study because it's amongst the largest cellular service providers in Afghanistan, and for the purpose of this study 100 questionnaire which will be selected through random sampling will be used. Which will include mostly all level of employees in the AWCC including first line and middle managers.

#### **3.4.2 Instruments and measures**

In order to measure the impact of performance appraisal on employee motivation and performance, a questionnaire-based on Likert's, Five-point Likert scale will be adopted. Respondents will be requested to mention their responses with each item ranging from strongly disagree to strongly agree.

### **3.5 Data Analysis Tools**

- In this research descriptive analysis is used. Descriptive analysis provides simple summaries regarding the sample. Descriptive analysis basically describes what is or what the data shows (Loeb & McFarland, 2017). In multiple linear regressions analysis, the connection between the dependent variable (Motivation) and the independent variables which are identified as (Rewards Awarded, Trainings, Performance Appraisal (PA), Satisfaction with Appraisal, Decision Making Authority, Work Environment) are being tested.
- To evaluate our information (SPSS) is used for analysing data. SPSS which is the short form of Statistical Package for the Social Sciences, is currently widely used by researchers for the purpose of analyzation of the statistical data, which is trusted in providing accurate results and analysis.

## **4. DATA ANALYSIS AND DICUSSION**

The underlying chapter focuses on analysis of data obtained from the participants of the study. This chapter also focuses on different tests applied from the obtained data.

Initially, the primary data was collected with the help of a questionnaire to which 92 employees from the Afghan wireless communications company responded. As per data collected from the AWCC employees it describes that about 75 which equals to (81.5%) of the total respondents were Male and only 17 (18.5%) were females. Additionally, Majority of the respondents were between the age group of 25-35 years. Furthermore, the results indicated that most of the respondents 65 (71%) had a Bachelor degree.

### **4.1 Reliability Analysis of Data**

Since, the questionnaire was the primary data source in this research, therefore, reliability analysis on the primary data source is conducted to know about the internal consistency or reliability of data in questionnaire, or in other words it shows the strength of items selected in questionnaire.

For the purpose of reliability test the researcher has applied Cronbach's alpha test using the SPSS.

Cronbach's alpha was developed by Lee Cronbach in 1951, in order to quantify the degree to which all the items in a test measure the same concept or the extent of internal consistency which shows how nearly a set of elements are related as a group. The value of Cronbach's analysis should be between 0 to 1. But the acceptable value should not be less than 0.7. (Tavakol, Mohaghegi, Dennick, 2007).

The equation of Cronbach's Alpha is presented as follow:

$$a = (N \cdot \bar{C}) / (\bar{v} + (N - 1) \cdot \bar{C})$$

Where:

N = Number of items (10)

$\bar{C}$  = Average covariance between item pairs

$\bar{v}$  = Average Variance

**Table 4.1:** Reliability Statistics

<b>Cronbach's Alpha</b>	<b>Cronbach's Alpha Based on Standardized Items</b>	<b>N of Items</b>
.883	.885	10

Cronbach's alpha value conducted for this study as shown in the above table 4.26 shows a value a 0.88 which indicates a very high reliability of the items in questionnaire.

Furthermore, it should pointed out that, the researcher based on the hypothesis of the study and nature of the study selected the 10 most relevant questions which will help with the hypothesis testing and further will contribute to the nature of the selected research study, and since only these 10 items selected had the highest reliability keeping the other questions constant for the research. Therefore, the researcher selected these items with the highest reliability to study further.

To conclude, it can be said that the data had a very high reliability and it can used for further analysis.

## 4.2 Correlation Coefficient Analysis

Basically, correlation coefficient enables us to quantify the relationship among the variables or it indicates the strength of relation amongst dependent and independent variables. The letter (r) denotes the correlation and it can assume a value between +1 and -1. In which, +1 represents a strong positive relation and -1 represents a strong negative relation amongst (X and Y). 0 indicates no

relation between dependent and independent variable(s). (Saunders, Lewis and Thornhill, 2009).

The researcher has applied the Pearson correlation coefficient, also referred to as Pearson's r, using SPSS (v25).

Based, on the nature of the Hypotheses developed to be examined and the primary data collected through questionnaire the researcher has identified the independent variables as Rewards Awarded, Trainings, Performance Appraisal (PA), Satisfaction with Appraisal, Decision Making Authority, Work Environment. And the dependent variable is Motivation.

**Table 4.2:** Pearson Correlation

<b>Independent variables</b>	<b>Dependent variable (M)</b>
Rewards Awarded	0.473**
Trainings	0.455 **
Performance Appraisal (PA)	0.348**
Satisfaction with Appraisal	0.332**
Decision Making Authority	0.315**
Work Environment	0.275**

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\*N=92

\*M= Motivation

As elaborated in the table 4.2 the researcher has identified six independent variables (Rewards Awarded, Trainings, Performance Appraisal (PA), Satisfaction with Appraisal, Decision Making Authority, Work Environment), to find its relationship with the dependent variable which is Motivation.

The results as indicated above elaborates that all the independent variables of the research study have shown to have an average positive relation with the dependent variable of the study.

Where, as it is indicated that rewards awarded at (0.473) amongst the employees of AWCC had a decent positive relation with motivation, in addition, trainings provided (0.455) to the employees also had a decent relation with the level of motivation. Moreover, Performance appraisal at (0.348) also had a fair positive relationship with motivation. Furthermore, satisfaction with appraisal at (0.332) showed to have an average relation. And decision-making authority at (0.315) also showed to have a positive relation and at the end work environment at (0.275) had lesser positive relation amongst other independent variables with motivation according to the employees of AWCC.

### 4.3 Regression Analysis of Data

After analyzing the correlation of the data of this research study, the researcher has further analysed the data using Regression Analysis via SPSS.

Regression analysis is a statistical procedure used to estimate the relation between the variables which tend to have a reason and result or cause and effect relation. And furthermore, it formulates the linear relation equation between the dependent and independent variable. (Guler & Uyanik, 2013).

The linear regression model executed through SPSS to find whether the selected independent variables had an effect with motivation. The results as indicated in table 4.28 model summary table of regression analysis shows value of R and R square. In R column the value of which is at 0.748 represents the simple correlation at 74.8% which is very high, and our model predicts the (Y) Motivation rather precisely.

**Table 4. 1:** Model Summary

<b>Model</b>	<b>R</b>	<b>R Squared</b>	<b>Adjusted R Squared</b>	<b>Std. Error of the Estimate</b>	<b>Durbin-Watson</b>
1	.748 <sup>a</sup>	.559	.528	.426	2.190

---

a. Predictors: (Constant), Decision Making Authority, Performance Appraisal (PA), Work environment, Satisfaction with appraisal, Rewards2, Trainings

b. Dependent Variable: Motivation

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Furthermore, by looking at the table 4.3 of ANOVA below where the value of (Sig.) which is also denoted with (P) is shown as (0.000) and generally, if the value of sig. or p is smaller than 0.05 it accepted to be statistically significant. Therefore, as shown in the table below sig.0.000,  $p > 0.05$  and we can claim that our model is statistically significant.

**Table 4. 2: ANOVA**

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	<b>Model</b>	<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
1	Regression	19.503	6	3.250	17.942	.000 <sup>b</sup>
	Residual	15.399	85	.181		
	Total	34.902	91			

---

a. Dependent Variable: Motivation

b. Predictors: (Constant), Decision Making Authority, Performance Appraisal (PA), Work environment, Satisfaction with appraisal, Rewards2, Trainings

---

Furthermore, based on the final table 4.4 in regression analysis, we can see the result of statistically level of significance for each independent variable separately. As it is elaborated in the column Sig. The value of P is less than 0.05 in decision making authority at 0.002 and rewards with Sig. 0.000 so, we can add that decision-making authority and rewards awarded to employees contributes statistically significantly to motivation. While on the other hand performance appraisal with P value of 0.9, satisfaction with appraisal at 0.025, trainings with Sig. Of 0.065 and work environment with Sig. Or P value of 0.249 which are all more than

$P > 0.05$  does not statistically significantly contribute to motivation.



**Table 4.5:** Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.797	.183		4.360	.000
Performance Appraisal (PA)	.009	.074	.010	.116	.908
Satisfaction with appraisal	.180	.079	.228	2.279	.025
Trainings	.146	.078	.205	1.872	.065
Work environment	-.088	.076	-.113	-1.161	.249
Rewards	.637	.090	.769	7.061	.000
Decision Making Authority	-.329	.101	-.361	-3.270	.002

a. Dependent Variable: Motivation

The equation of multiple linear regression models presented as follows:

$$\hat{Y} = a + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \beta_4x_4 + \beta_5x_5 + \beta_6x_6$$

Where:

$\hat{Y}$  = Dependent variable (Motivation)

$a$  = the value of (Constant)

$\beta_n$  = the estimated regression coefficients

$x_1$  = independent variables

As a result:

Motivation = 0.797 + 0.009 (PA) + 0.180 (Satisfaction with appraisal) + 0.146 (Training) – 0.088 (Work environments) + 0.637 (Rewards) – 0.329 (Decision Authority)

Where it can be added that each change or single unit changes in independent variable (x) represents a change in Y coefficients.

#### **4.4 Hypothesis Testing:**

For the purpose of hypothesis testing the researcher has used the data output of the regression analysis based on the table 4.5.

##### **Hypothesis 1:**

*H<sub>0</sub>*: PA is directly linked with the motivation of workers in organization.

*H<sub>a</sub>*: PA is not directly linked with motivation of workers in organization.

As shown in the in the first hypothesis mentioned above, the researcher established relationship amongst PA and motivation. As illustrated in the above given table 4.5 the beta value is given as 0.10 and  $P = 0.90 > 0.05$ . As a result, from the given values of beta and high significance of more than 0.05 it has been shown that **H<sub>0</sub> is rejected**

##### **Hypothesis 2**

*H<sub>0</sub>*: Rewards are directly related with the employee's motivation

*H<sub>a</sub>*: Rewards are not related with employees' level of motivation

In the second hypothesis mentioned above the researcher illustrated the relationship among rewards and motivation. As elaborated in the results of regression analysis in table 4.5, the value of beta is 0.769 and  $P = 0.000 < 0.05$ . Which elaborates that Rewards awarded to employees has a positive relation with motivation but because the  $0.000 < 0.05$  the **H<sub>0</sub> or null hypothesis is Not Rejected**

##### **Hypothesis 3**

*H<sub>0</sub>*: Training impacts employee's motivation

*H<sub>a</sub>*: Training doesn't impact employee's motivation

In The above-mentioned hypothesis 3 where the relationship between training and motivation level was examined by the researcher. As the analysis illustrated in table 4.5. the value of Beta for training is indicated as 0.205 and the P- value is indicated as 0.065 which tends to be greater than the common significance

level of 0.05. As a result of the given values the **H0 or null hypothesis is Rejected**

**Table 4.6:** Summary of Hypothesis Tests

<b>HYPOTHESIS</b>		<b>Summary</b>
<b>Hypothesis 1:</b>	<p><i>H0:</i> PA is directly linked with the motivation of workers in organization.</p> <p><i>Ha:</i> PA is not directly linked with the motivation of workers in organization.</p>	<b>Rejected</b>
<b>Hypothesis 2:</b>	<p><i>H0:</i> Rewards are directly related with the employee's motivation</p> <p><i>Ha:</i> Rewards are not directly related with the employee's motivation</p>	<b>Not Rejected</b>
<b>Hypothesis 3:</b>	<p><i>H0:</i> Training impacts employee's motivation</p> <p><i>Ha:</i> Training doesn't impact employee's motivation</p>	<b>Rejected</b>

#### **4.5 Frequency Distribution Analysis**

Frequency distribution is a method used to sum up the data and group the data in to specific categories, furthermore, recording them in to specific set of data groups. In the underlying research study, the frequency distribution analysis is done through SPSS and the results are further elaborated with the help of tables for each response.

**Table 4.7: Your gender?**

<b>Gender</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid %</b>	<b>Cumulative %</b>
Female	17	18.5	18.5	18.5
Male	75	81.5	81.5	100.0
Total	92	100.0	100.0	

The table 4.7 demonstrates the gender of the respondents. As per the table, 17 respondents that are (18.5%) from the sum of 92 were females and 75 being (81.5%) were males.

**Table 4. 8: Your age?**

<b>Age</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid %</b>	<b>Cumulative %</b>
Bellow 25 years	7	7.6	7.6	7.6
25-35 years	56	60.9	60.9	60.9
36-50 years	27	29.3	29.3	90.2
Above 50	2	2.2	2.2	100.0
Total	92	100.0	100.0	

The above given table 4.8 describes the age of the respondents. According to which 7 respondents being (7.6%) were less than 25 years, and 56 respondents being (60.9%) were between the ages of 25-35 years, 27 respondents that equals 29.3% were between the ages of 36-50, and only 2 respondents being (2.2%) were above 50 years old.

**Table 4.9:** Educational Background

<b>Education</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid %</b>	<b>Cumulative %</b>
Bachelor degree	65	70.7	70.7	70.7
Diploma/ Advanced Diploma	5	5.4	5.4	76.1
Master degree	19	20.7	20.7	96.7
Other	3	3.3	3.3	100.0
Total	92	100.0	100.0	

The above given table 4.9, points the educational background of the respondents. As shown in the table 65 respondents have a Bachelors' degree and 19 respondents which equals to 20.7% of the total respondents have a Masters' degree, 5 respondents being (5.4%) have diploma and only 3 respondents have other educational background which is probably a high school graduate.

**Table 4.10:** What is your current position

<b>Position</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid %</b>	<b>Cumulative %</b>
Top Management	1	1.1	1.1	1.1
Middle Management	9	9.8	9.8	10.9
Supervisory	25	27.2	27.2	38.1
Other	57	62.0	62.0	100.0
Total	92	100.0	100.0	

Table 4.10 points out the current position of the respondents in the company where as shown in the table that 1 respondent was a top management employee in the AWCC while on the other hand 9 of the respondents which equals (9.9%) is working as a middle management, 25 of the respondents had supervisory positions and 57 of the total respondents were working in other positions.

**Table 4.11:** Your monthly income?

Monthly Income	Frequency	Percent	Valid %	Cumulative %
15000 -30000 AF	33	35.9	35.9	35.9
30001-60000 AF	43	46.7	46.7	82.6
60001 and above	14	15.2	15.2	97.8
Less than 15000 AF	2	2.2	2.2	100.0
Total	92	100.0	100.0	

The table 4.11 shows monthly incomes of the respondents where its shown in the table that 33 respondents being (35.9%) had an income between 15000 to 30000 Afghanis, where on the other hand 43 which equals to (46.7%) of the respondents had a monthly income of 30001-60001 Afghanis, 14 respondents had 60001 or more income per month, and only 2 respondents had less than 15000 Afghanis income per month.

**Table 4.12:** Performance is effectively monitored in your company?

Likert Scale	Frequency	Percent	Valid %	Cumulative %
Agree	69	75.0	75.0	75.0
Disagree	5	5.4	5.4	80.4
Neutral	9	9.8	9.8	90.2
Strongly agree	7	7.6	7.6	97.8
Strongly disagree	2	2.2	2.2	100.0
Total	92	100.0	100.0	

Respondents were questioned whether their performance was effectively being monitored in Afghan wireless communication company to which, only 7 strongly agreed ,69 (75%) of respondents agreed, 9 remained neutral,5 of the total respondents disagreed while only 2 of the respondents strongly disagreed.

**Table 4.13:** Performance appraisal affects your performance outcome?

Likert Scale	Frequency	Percent	Valid %	Cumulative %
Agree	68	73.9	73.9	73.9
Disagree	6	6.5	6.5	80.4
Neutral	9	9.8	9.8	90.2
Strongly agree	7	7.6	7.6	97.8
Strongly disagree	2	2.2	2.2	100.0
Total	92	100.0	100.0	

Results from the table 4.13 indicate that, 68 respondents being (73.9%) agreed that PA affects their performance outcome, while 6 respondents disagreed, 9 remained neutral, 7 respondents strongly agreed and the remaining 2 strongly disagreed.

**Table 4.14:** Increasing the responsibility and authorization for well performing workers is effective in performance improvement?

Likert Scale	Frequency	Percent	Valid %	Cumulative %
Agree	65	70.7	70.7	70.7
Disagree	3	3.3	3.3	73.9
Neutral	10	10.9	10.9	84.8
Strongly agree	12	13.0	13.0	97.8
Strongly disagree	2	2.2	2.2	100.0
Total	92	100.0	100.0	

Table 4.14 shows the responses of the respondents regarding increasing the responsibility and authorization for well performing workers is effective in performance improvement to which 65 of the respondents agreed, 3 disagreed, 12 of the respondents strongly agreed and only 2 strongly disagreed, while on the other hand 10 of the respondents remained neutral to this question.

**Table 4.15:** Performance appraisal provides regular and timely feedback on performance?

<b>Likert Scale</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid %</b>	<b>Cumulative %</b>
Agree	64	69.6	69.6	69.6
Disagree	5	5.4	5.4	75.0
Neutral	6	6.5	6.5	81.5
Strongly Agree	15	16.3	16.3	97.8
Strongly disagree	2	2.2	2.2	100.0
Total	92	100.0	100.0	

The results given in table 4.15 indicate that 64 respondents agreed that performance appraisal provides regular and timely feedback on performance, while on the other hand 15 of the respondents strongly agreed, 5 disagreed, only 2 disagreed and 6 remained neutral.

**Table 4.16:** Does working environment plays any role on your performance?

<b>Likert Scale</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid %</b>	<b>Cumulative %</b>
Agree	61	66.3	66.3	66.3
Disagree	4	4.3	4.3	70.7
Neutral	11	12.0	12.0	82.6
Strongly agree	14	15.2	15.2	97.8
Strongly disagree	2	2.2	2.2	100.0
Total	92	100.0	100.0	

The results from table 4.16 as responded by the respondents that whether work environment plays a vital role on your performance indicates that 61 respondents agree, 14 strongly agree, 11 remained neutral, 4 disagreed and only 2 strongly disagree.



**Table 4.17:** Employees should be evaluated once in a year?

Likert Scale	Frequency	Percent	Valid %	Cumulative %
Agree	60	65.2	65.2	65.2
Disagree	1	1.1	1.1	66.3
Neutral	5	5.4	5.4	71.7
Strongly agree	23	25.0	25.0	96.7
Strongly disagree	3	3.3	3.3	100.0
Total	92	100.0	100.0	

Respondents were asked whether employees should be evaluated once in a year to which, 23 strongly agreed ,60 (65%) of respondents agreed, 5 remained neutral,1 disagreed while the remaining 3 strongly disagreed.

**Table 4.18:** Your feeling after receiving the appraisal results?

Likert Scale	Frequency	Percent	Valid %	Cumulative %
Agree	60	65.2	65.2	65.2
Disagree	4	4.3	4.3	69.6
Neutral	16	17.4	17.4	87.0
Strongly Agree	10	10.9	10.9	97.8
Strongly disagree	2	2.2	2.2	100.0
Total	92	100.0	100.0	

As per table 4.18 when employees of AWCC were asked about their feeling when they get the results of the appraisal, 60 respondents said they agree with the results, 16 remained neutral, 10 strongly agreed and only 4 respondents replied that they disagree and only 2 said they strongly disagree when they get their appraisal results.

**Table 4.19:** I receive feedback on my performance based on factual proof on my performance

Likert Scale	Frequency	Percent	Valid %	Cumulative %
Agree	66	71.7	71.7	71.7
Disagree	3	3.3	3.3	75.0
Neutral	12	13.0	13.0	88.0
Strongly agree	8	8.7	8.7	96.7
Strongly disagree	3	3.3	3.3	100.0
Total	92	100.0	100.0	

The table 4.19 explains whether employees are provided feedback based on factual evidence regarding their performance to which, 66 respondents out of 92 agreed, 12 remained neutral, 8 strongly agreed, and 3 disagreed and strongly disagreed respectively.

**Table 4.20:** My manager discusses my performance assessment in a meeting with me

Likert Scale	Frequency	Percent	Valid %	Cumulative %
Agree	68	73.9	73.9	73.9
Disagree	5	5.4	5.4	79.3
Neutral	12	13.0	13.0	92.4
Strongly agree	6	6.5	6.5	98.9
Strongly disagree	1	1.1	1.1	100.0
Total	92	100.0	100.0	

In the above given table views on whether their manager discusses their performance assessment in a meeting with them is asked. As elaborated in table 4.20, 68 respondents agreed, while 12 remained neutral, 6 strongly agreed, 5

disagreed with the view that their supervisor does not hold a performance review meeting with them.

**Table 4.21:** Performance appraisals can evaluate employee properly?

Likert Scale	Frequency	Percent	Valid %	Cumulative %
Agree	69	75.0	75.0	75.0
Disagree	3	3.3	3.3	78.3
Neutral	13	14.1	14.1	92.4
Strongly Agree	6	6.5	6.5	98.9
Strongly disagree	1	1.1	1.1	100.0
Total	92	100.0	100.0	

The above table 4.21 elaborates the views of AWCC employees on whether performance appraisals can evaluate employee properly. To which 69 agreed, 3 disagreed, 13 remained neutral, 6 of them strongly agreed and only 1 respondent strongly disagreed.

**Table 4.22:** Performance appraisal affects motivation at workplace?

Likert Scale	Frequency	Percent	Valid %	Cumulative %
Agree	66	71.7	71.7	71.7
Disagree	3	3.3	3.3	75.0
Neutral	10	10.9	10.9	85.9
Strongly agree	12	13.0	13.0	98.9
Strongly disagree	1	1.1	1.1	100.0
Total	92	100.0	100.0	

The results of 4.22 elaborates that 66 respondents agree that performance appraisal can affect motivation at workplace, furthermore, 12 strongly agreed,

while 3 of the respondents disagreed and only 1 strongly disagreed. 12 of the respondents didn't share their views on this statement.

**Table 4.23:** For high performance purpose, it is effective to motivate workers involved at workplace?

Likert Scale	Frequency	Percent	Valid %	Cumulative %
Agree	68	73.9	73.9	73.9
Disagree	1	1.1	1.1	75.0
Neutral	7	7.6	7.6	82.6
Strongly Agree	15	16.3	16.3	98.9
Strongly disagree	1	1.1	1.1	100.0
Total	92	100.0	100.0	

The data in table 4.23 indicates that 68 respondents agree that for high performance purpose, it is effective to motivate workers involved at workplace, 15 respondents strongly agreed, 7 respondents didn't express their views, while 1 respondent strongly disagreed and 1 disagreed.

**Table 4.24:** Social activities such as get together events have positive impact on employee, motivation and provides more success for the employees.

Likert Scale	Frequency	Percent	Valid %	Cumulative %
Agree	61	66.3	66.3	66.3
Disagree	1	1.1	1.1	67.4
Neutral	10	10.9	10.9	78.3
Strongly agree	19	20.7	20.7	98.9
Strongly disagree	1	1.1	1.1	100.0
Total	92	100.0	100.0	

The data from the table 4.24 indicates that 61 respondents agree with the statement that social activities such as company picnics, get together events

have positive impact on employee, motivation and provides more success for the employees. Followed 19 respondents strongly supporting the statement. While only 1 respondent disagree and strongly disagree toward the statement.

**Table 4.25:** Does further on the job trainings, affect your performance and motivation level towards work?

Likert scale	Frequency	Percent	Valid %	Cumulative %
Agree	63	68.5	68.5	68.5
Disagree	3	3.3	3.3	71.7
Neutral	7	7.6	7.6	79.3
Strongly agree	15	16.3	16.3	95.7
Strongly disagree	4	4.3	4.3	100.0
Total	92	100.0	100.0	

As indicated in the table 4.25 where the respondents were asked that does further on the job trainings, affect your performance and motivation level towards work, to which 63 of the respondents agreed, following by 15 respondents strongly agreeing, 4 respondents strongly disagree and the remaining 3 respondents disagreeing.

**Table 4.26:** The compensations granted to me increases my motivation and results in enhanced productivity

Likert Scale	Frequency	Percent	Valid %	Cumulative %
Agree	63	68.5	68.5	68.5
Disagree	2	2.2	2.2	70.7
Neutral	9	9.8	9.8	80.4
Strongly agree	16	17.4	17.4	97.8
Strongly disagree	2	2.2	2.2	100.0
Total	92	100.0	100.0	

The table 4.26 represents the responses of respondents on whether the compensations granted to them increases their motivation and results in enhanced productivity. The results as indicated in table 4.26 shows that 63 respondents agree, 16 respondents strongly agreed, 9 remained neutral, on the other side 2 each disagreed and strongly disagreed respectively.

**Table 4.27:** Employees who are given authority in decision making process are positively motivated?

Likert Scale	Frequency	Percent	Valid %	Cumulative %
Agree	67	72.8	72.8	72.8
Disagree	3	3.3	3.3	76.1
Neutral	7	7.6	7.6	83.7
Strongly agree	14	15.2	15.2	98.9
Strongly disagree	1	1.1	1.1	100.0
Total	92	100.0	100.0	

The respondents in table 4.27 were asked that whether employees who are given authority in decision making process are positively motivated to which 67 agreed, and 14 strongly agreed, 7 of the respondents remained neutral, while 3 disagreed and the remaining 1 respondent strongly disagreed regarding the statement.

**Table 4.28:** For achieving organizational objectives, it is useful to motivate workers involved in the organization?

Likert Scale	Frequency	Percent	Valid %	Cumulative %
Agree	66	71.7	71.7	71.7
Disagree	2	2.2	2.2	73.9
Neutral	7	7.6	7.6	81.5
Strongly agree	16	17.4	17.4	98.9
Strongly disagree	1	1.1	1.1	100.0
Total	92	100.0	100.0	

As per data received from the respondents in the above given table 4.28 which indicates the responses of the respondents that For achieving organizational objectives, it is useful to motivate workers involved in the organization, 66 respondents out of 92 agreed, 16 strongly agreed, 7 remained neutral, furthermore, 2 respondents disagreed and 1 strongly disagreed as it's elaborated in the table 4.22.

**Table 4.29:** Financial compensations such as bonuses positively affects motivation?

Likert Scale	Frequency	Percent	Valid %	Cumulative %
Agree	58	63.0	63.0	63.0
Disagree	3	3.3	3.3	66.3
Neutral	10	10.9	10.9	77.2
Strongly agree	20	21.7	21.7	98.9
Strongly disagree	1	1.1	1.1	100.0
Total	92	100.0	100.0	

Respondents were asked whether Financial compensations such as bonuses positively affects motivation, the responses are shown in table 4.29 which indicates that 58 of the respondents agree, and 20 strongly agree, 3 of the respondents disagree while the remaining 1 respondent strongly opposed the idea.

**Table 4.30:** Rewards are awarded fairly in this company?

Likert Scale	Frequency	Percent	Valid %	Cumulative %
Agree	64	69.6	69.6	69.6
Disagree	7	7.6	7.6	77.2
Neutral	9	9.8	9.8	87.0
Strongly agree	11	12.0	12.0	98.9

Strongly disagree	1	1.1	1.1	100.0
Total	92	100.0	100.0	

The data from table 4.30 indicates that 64 of the respondents does agree that rewards are awarded fairly in Afghan Wireless Communication company, following by 11 respondents strongly agreeing, while 7 respondents disagree, and only 1 respondent strongly disagree.

**Table 4.31:** Does your supervisor appreciates your efforts in the workplace or discuss your performance with you?

Likert Scale	Frequency	Percent	Valid %	Cumulative %
Agree	66	71.7	71.7	71.7
Disagree	7	7.6	7.6	79.3
Neutral	8	8.7	8.7	88.0
Strongly agree	11	12.0	12.0	100.0
Total	92	100.0	100.0	

The data from the above table 4.31 indicates that 66 of the respondents agree that their supervisor appreciates their efforts in the workplace or discuss their performance, 11 of from the total respondents strongly agreed, while 7 disagreed, and the remaining 8 people remained neutral toward this question and didn't respond.

#### 4.6 Research Findings

According to the findings of the primary data, although the performance appraisal showed to impact the motivation but furthermore, the research findings indicated the following factors must also be considered for a motivated work force in the organization.

Financial rewards:

As also indicated in the literature that financial rewards have always been an essential means for motivation amongst the workers, the results from this



research study confirms this idea as indicated that correlation of rewards awarded to employees was the highest (.473) in this study among the employees of AWCC. Keeping other factors constant it can be said that the workers performing well or achieving the objectives that are given to them by the organization must be rewarded not only morally but also financially.

#### Training:

Additionally, the research study indicates that employees in the AWCC expressed that further development of their skills through trainings is also an important factor in their motivation. As it's a human need to see a self-development over a course of time which can be achieved through trainings and career development opportunities provided to them so besides other factors to have a motivated workforce in the organization the career development programs must be conducted frequently.

#### Satisfaction with Appraisal:

Furthermore, the outcome of the research pointed out a positive correlation amongst satisfaction with appraisal and motivation as well. So, it can be said that besides developing an effective appraisal system an effective approach to deliver the results of the appraisal to employees is crucial, failing to do so may result in a demotivated workforce.

#### Decision Making Authority:

Beside other factors that impacts motivation level of employees, through this research it has been found that giving the employees a sense of authority in decision making process is also found to be effective tool of motivation, as majority of employees (72.8%) of the total respondents agreed that employees who are given authority in decision making process are positively motivated furthermore the results of Pearson correlation indicated a positive relation between decision making authority and motivation in this research study.

So, it can be concluded that, PA can be an effective tool to motivate employees unless a fair appraisal system is developed in the organization to appraise the employees and then deliver the results of appraisal in a professional manner to the employees. Also, other factors such as rewards, training and employee

development, giving authority to employees in decision making and work environment are all crucial factors in developing a motivated workforce.

## **5. CONCLUSION AND SUMMARY**

In this final chapter of the study, which implicates a summary of the study, in addition, following chapter points out the recommendation and a framework for further future studies on this topic.

### **5.1 Summary of the Study**

Performance appraisal and motivation has become an important force for an workplace for successful achievement of its goals and objectives more effectively and efficiently. Having noticed this importance, the researcher tried to evaluate the effects of PA on employee's motivation in Afghan Wireless telecommunication Company in Kabul.

Telecommunication sector was chosen for the purpose of the study because it is not only a fast growing industrial and service provider sector in Kabul, Afghanistan but, throughout the world.

Afghan wireless telecommunication company, which is a leading telecommunication service provider In Afghanistan, with a large number of employees was chosen as the primary source for this study. And for the purpose of the study the researcher distributed questionnaire amongst the employees of Human resources management, administrative and customer care departments, to which 92 employees of the respective departments responded.

The primary data collected through questionnaire demonstrated that most of the respondents were Male (81.5%), while on the hand, majority of the respondents included young manpower who were between the age group of 25-35.

The collected responses also indicted most of the respondents had Bachelor degree which is about 71% of the total respondents. While, majority of the respondents 47% had a monthly income of 30001-60000 Afghanis.

Furthermore, for the reliability and validity test of the questionnaire the Cronbach's test was applied using SPSS (v25), the result of which indicated a value of (.88) which indicates a very high reliability of the questionnaire.

Additionally, to quantify the relationship or the strength among the dependent variable (Motivation), and the independent variables (Performance appraisal, Rewards Awarded, Trainings, Satisfaction with Appraisal, Decision Making Authority and Work Environment), the researcher has applied the Pearson correlation coefficient, also referred to as Pearson's r, using SPSS. The results indicated that all the independent variables of the study have shown to have an average positive relation with the dependent variable of the study. Furthermore, Regression Data analysis was applied, the linear regression model executed through SPSS was used to find whether the selected independent variables had an effect on motivation and to test the Hypothesis selected for this study. The results indicated the R value of 0.748 or 74.8% which is very high also the Sig value showed an output value of (0.000), and the results concluded that our model predicted the (Y) Motivation rather precisely.

## **5.2 Conclusion**

After analysis of the literature, Hypothesis and different tests applied to primary data gathered through questionnaire the researcher concludes some major findings as bellow:

As results from the correlation coefficient analysis indicated that although the performance appraisal showed a positive correlation with motivation of AWCC employees, there are some other factors or variables that also affect the motivation such as the rewards awarded to them, the trainings that are provided to employees, satisfaction with appraisal, decision making authority and work environment all possessed some sort of effects on motivation.

As per research study results majority of the employees (74%) in the AWCC expressed that Performance appraisal does impact their performance outcome and motivation, and the results of Correlation analysis also indicated a (.348) of correlation between Motivation and performance appraisal.

### 5.3 Recommendations

After conducting the survey, analyzing it and having studied the initial data regarding the Performance appraisal and its effect on Motivation, the researched has refined the following recommendations!

- As according to research findings, although the performance appraisal was statistically significant but, the null hypothesis testing indicated that it has no relation with the motivation level of employees of AWCC. So, the researcher recommends that the organization should pay utmost attention in developing a PA system which can become a good source for the motivation of the employees of AWCC and furthermore, identify the good performing workers and identify those the needs further training to match up with the organization overall requirements.
- The findings of the survey also indicated that the employees who were given authority in decision making process were positively motivated. Which implicates that the views of employees regarding certain important organizational decisions should not be neglected, and a proper system should be developed so that employees can express their views regarding certain decision process, which will in return give them a sense of responsibility toward their organization and also increase their motivation towards their job in the company.
- It has also been indicated in the study that financial rewards plays a crucial part overall motivation of the workforce, So, to motivate the employees in the organization the ones who outperform others in the organization and achieve the goals and targets assigned to them more effectively should be awarded financially as a bonus or salary rise, it will not only affect the person who is at the receiving end but also the other employees in the organization who lacks motivation.
- Trainings and development also proved to be an important determinant of motivation in this study. Thus, the researcher recommends that organization should evaluate and identify the ones who needs further trainings and development, and also conduct regular training programs for the employees of the organization, which in return give the employees a sense of their skill being developed further and thus resulting in their motivation towards their work and organization.

- The satisfaction of the workers with the results of the PA should be taken in to consideration, the result should be conveyed in a manner that it should be a tool for their motivation to work harder rather than a tool to de-motivate them. Besides praising the better performer employee, the supervisor should take utmost care of the underperforming employees and should be able to show them actual evidence of their performance along with suggestions to becoming a better performer and persuading them to put in their best without hurting their ego.
- Finally, the researcher recommends that Afghan wireless telecommunication company should conduct the performance appraisal for their employees regularly since it plays a vital part in their motivation. Along with performance appraisal the company should also consider the factors such as, the work environment, financial reward system, training and development opportunities and the satisfaction of employees with the appraisal system for a motivated manpower in the organization.

#### **5.4 Suggestions for Future Studies**

This study examined Performance appraisal and its effect on employee's motivation in AWCC in capital city Kabul, Afghanistan. Researcher suggests that similar study can be conducted in Turkey in any organization.

Furthermore, this study was conducted in a telecommunication company, a similar study can be conducted in other fields such as, Banks, Hospitals, Manufacturing companies, automotive industries and etc. to further elaborate the factors that performance appraisals can possess on motivation or any other factors that can have an effect on motivation.

#### **5.5 Limitations of the Study**

As similar to all research works this study also had some barriers and limitations. The main limitation was the lack of availability of data in Kabul, Afghanistan since it is a war-torn country and the availability of the research data about this study was really less and finding of actual facts and figures was a barrier in this study.

Secondly, the employees of the company in which this research was conducted were very worried about expressing their views regarding certain questions and confidentiality of their responses.

## **APPENDICES**

**APPENDIX 1:** Questionnaire

**APPENDIX 2:** Ethic Approval Form



## APPENDIX 1: Questionnaire

Questionnaire about the effects of performance appraisal on employee motivation, ‘A case study of Afghan Wireless Communications in Kabul’

I am Sayed Mujtaba Hamidi, I am currently studying MBA at Istanbul Aydin university, Istanbul, Turkey. I am conducting a research study about Effects of performance appraisal on employee motivation, ‘A case study of Afghan Wireless Communication Company in Kabul’. For the above stated purpose, I would kindly request you to kindly spend a few moments from your precious time and respond to the following questionnaire. Furthermore, I am assuring you that your response will be highly kept confidential and, in any case, won’t be shared with any one for any other purpose. Your response and the information you provide will only be used for academic purpose only in this study.

Your precious contribution and honest replies will be much appreciated! You can fill the hard or soft copy and use contact details provided bellow for your responses or any further queries.

Thank you for your precious time and honest replies!

### First Section: Demographic Profile

The underlying inquiries refers to demographic profiles of the respective respondents

#### 1. Your gender?

Male	
Female	

#### 2. Your age?

Bellow 25 years	
25 – 35 years	
36 – 50 years	
Above 50	

**3. Educational background?**

High school	
Diploma/ Advanced Diploma	
Bachelor's degree	
Master's degree	
PHD Degree	
Other	

**4. What is your current position?**

Top Management	
Middle Management	
Supervisory	
Other	

**5. Your monthly income?**

Less than 15000 AF	
15000 – 30000 AF	
30001 – 60000 AF	
60001 and above	

**Second Section: Attitudes of Employees Towards Performance Appraisal and Motivation**

Please mark in the appropriate box:

**1. Performance appraisals can Evaluate Employee Properly.**

Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
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**2. Performance appraisal affects your performance outcome.**

Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
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**3. Increasing the responsibility and authorization for well performing workers is effective in performance improvement?**

Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
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**4. Performance appraisal provide regular and timely feedback on performance?**

Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
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**5. Does working environment plays any role on your performance?**

Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
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**6. Employees should be evaluated once in a year.**

Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
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**7. Your feeling after receiving the appraisal results?**

Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
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**8. I receive feedback on my performance based on factual proof on my performance**

Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
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**9. My manager discusses my performance assessment in a meeting with me**

Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
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**10. Performance appraisals can evaluate employee properly**

Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
----------------------	--	----------	--	---------	--	-------	--	-------------------	--

**11. Performance appraisal affects motivation at workplace**

Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
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**12. For high performance purpose, it is effective to motivate workers involved at workplace**

Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
----------------------	--	----------	--	---------	--	-------	--	-------------------	--

**13. Social activities such as get together events have positive impact on employee, motivation and provides more success for the employees.**

Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
-------------------	--	----------	--	---------	--	-------	--	----------------	--

**14. Does further on the job trainings, affect your performance and motivation level towards work?**

Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
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**15. The compensations granted to me increases my motivation and results in enhanced productivity**

Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
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**16. Employees who are given authority in decision making process are positively motivated**

Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
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**17. For achieving organizational objectives, it is useful to motivate workers involved in the organization**

Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
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**18. Financial compensations such as bonuses positively affects motivation?**

Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
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**19. Rewards are awarded fairly in this company**

Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
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**20. Does your supervisor appreciate your efforts in the workplace or discuss your performance with you?**

Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
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## APPENDIX 2: Ethic Approval Form



T.C.  
İSTANBUL AYDIN ÜNİVERSİTESİ REKTÖRLÜĞÜ  
Sosyal Bilimler Enstitüsü Müdürlüğü

Sayı : 88083623-020  
Konu : Sayed Mujtaba HAMIDI Etik Onayı Hk.

Sayın Sayed Mujtaba HAMIDI

Tez çalışmanızda kullanmak üzere yapmayı talep ettiğiniz anketiniz İstanbul Aydın Üniversitesi Etik Komisyonu'nun 11.03.2019 tarihli ve 2019/04 sayılı kararıyla uygun bulunmuştur.

Bilgilerinize rica ederim.

**e-imzalıdır**  
Prof. Dr. Ragıp Kutay KARACA  
Müdür

03/04/2019 Enstitü Sekreteri

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## RESUME



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### **Personal Profile**

To accept the challenging position in an organization and grow on the basis of my personal abilities and capabilities to provide affective services to the best of my knowledge to an organization and want to become a successful and result oriented person

### **Key Skills**

#### **Languages:**

- Pashto, Dari (Persian), (Native)
- English, Urdu, Hindi

#### **Education and Training**

Master's in Business Administration  
Istanbul Aydin University, Istanbul, Turkey 2017- 2019

Bachelor of Business Administration 2010 - 2015  
Sarhad University, Peshawar, Pakistan

Diploma in English language 2008 - 2009  
ELP, Peshawar, Pakistan

Diploma in Business Administration 2007 - 2007  
Center of Applied Epistemics, Peshawar  
Pakistan

High School  
Abu-Raihan-Alberoni 1994 - 2006  
Peshawar, Pakistan

#### **Technical Knowledge:**

Operating Systems: Windows (2000, XP, 7, 8, Mac OS)  
Microsoft Office: (MS Word, MS Excel, MS Power point)