

## ABSTRACT

The purpose of this project is to study the relationships between performance appraisal outcomes and the attitude towards performance appraisal. The population sample of the study taken from the employees of the College of Innovative Education (CIE) at Thammasat University. At CIE, there is a performance appraisal system which is an important part of the human resource management system.

From the test of 9 hypotheses in the study, no relation is identified. The tests indicate that the performance appraisal outcomes do not relate to the attitude towards the performance appraisal on both appraisals conducted by employees and their direct bosses. However, the level of acceptance of performance appraisal attitude gives some useful information to human resource management. Performance appraisal attitude of employee signifies that employees accept and believe in the performance appraisal system. The advantage of performance appraisal relates to develop employee and organization.

At CIE, the employees have positive attitude toward performance appraisal in accordance to evaluate themselves lower than to be evaluated by their boss that indicates the acceptance of their performance evaluation and ready to develop their performance by using the feedback of performance appraisal.