

**EVALUATION OF THE EFFECTIVENESS OF PERFORMANCE APPRAISAL:
A CASE STUDY OF KENYA NATIONAL LIBRARY SERVICE.**

HARRISON KISINGA KATONI.

**A RESEARCH PROJECT REPORT SUBMITTED TO JOMO KENYATTA
UNIVERSITY OF AGRICULTURE AND TECHNOLOGY (JKUAT) IN
PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF
MASTER OF SCIENCE IN HUMAN RESOURCE MANAGEMENT.**

JANUARY 2007

ABSTRACT

All organisations need information on how their employees are performing and developing so that the future human resource planning and budgeting needs of the organisation can be met. It is also important to individuals that they are given some feedback about the work they carry out. They need to know what they do well. This motivates them and helps them to realize that their value is appreciated. They also need to know where their organisation needs to be improved, if they do not know then they cannot improve.

Appraisal systems provide the information that both the organisation and individuals need to know about performance. However, the type of system and the techniques used vary considerably from one organisation to the next. Indeed some organisations may have no formal performance appraisal system at all!

Performance appraisal is a structured formal interaction between a subordinate and supervisor, which usually takes the form of periodic interviews in which the work performance of the subordinate is examined and discussed. This is to identify weaknesses and strengths as well as opportunities for improvement and skill development.

The main purpose of this research was to assess the effectiveness of performance appraisal system in KNLS. Data was collected by use of both structured and unstructured questionnaires and through interviews. This was done from two categories of staff i.e. unionisable and non-unionisable employees. On analysing and interpreting the data, the researcher made conclusions.

From the findings of the study, it was established that performance appraisal can meet with opposition from the employees who do not like having performance at work assessed. The recommendations given by the researcher were that, the performance appraisal should be

focused on an employee's strength and weaknesses so that strengths are highlighted and weaknesses remedied. Appraisal should be at the centre of training and development, giving increased understanding of the appraisees' performance.

Acknowledgements

List of Tables

List of Figures

List of Abbreviations

Abstract

Table of Contents

1.0 Introduction

1.1 Objectives

1.2 Scope

1.3 Organization

1.4 Methodology

1.5 Summary

1.6 Conclusion

1.7 Acknowledgements

1.8 References

1.9 Appendix

1.10 Bibliography