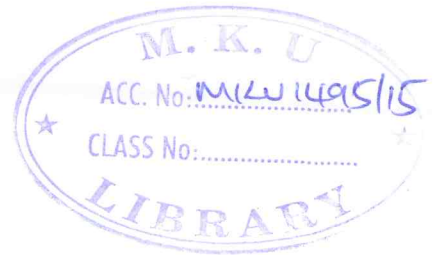


**AN INVESTIGATION INTO THE EFFECT OF PERFORMANCE
APPRAISAL ON WORK PERFORMANCE AMONG EMPLOYEES**

(A Case Study of Kenya Airports Authority)

BY



Millicent Henga

BBM/113/01249

A PROJECT REPORT SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENTS FOR THE AWARD OF A DEGREE IN BUSINESS
MANAGEMENT OF MOUNT KENYA UNIVERSITY

MARCH 2015

ABSTRACT

The purpose of the study was to investigate the effect of performance appraisal on work performance among employees. The study objectives included establishing the employees' perception of performance appraisal in relation to work in an organization, the extent to which changes in the attitude of employees are influenced by performance appraisal, to identify the extent to which performance appraisal affects competition among employees and determining the extent to which performance appraisal affect team spirit in an organization. The study will be of value to the management and scholars. The study was conducted in Kenya Airports Authority, Nairobi. The study was carried out between March and April. The study was a case study targeting 2400 employees of Kenya Airports Authority, Nairobi. A representative sample of 240 employees was obtained from the total population. Questionnaires were used to collect primary data. The questionnaire was prepared and discussed with the supervisor for expert judgement on its reliability and the necessary corrections made. Qualitative data was transcribed and organized into similar topics and presented in form of tabular interpretive reports. Quantitative data was analyzed using percentages and presented using tables and charts. In summary, the findings of the study were that performance appraisal process in KAA is unfair and that performance appraisal has led to competition among employees, affected team spirit amongst employees and changed the attitude of employees towards work. In conclusion performance appraisal has an effect on employee performance ranging from change of attitude, team spirit and bringing about competition among employees of KAA. The study recommends that management ensures that the performance appraisal process is fair by addressing the factors that have made the process to be perceived as unfair by employees and ensure performance appraisal promotes positive competition among employees, and does not negatively affect team spirit amongst employees. The study recommends that further study be done on Strategies by organisations to increase performance appraisal acceptance by employees.