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Impact of Performance Appraisal on Employees' Performance in International Non-government Organisations: A Case Study of Heifer International Uganda.

This study sought to establish the effect of staff appraisal on performance of employees in International Non-Government Organizations. To achieve the objectives of the study which included: to establish the influence of employee appraisal on teamwork, to establish the influence of employee appraisal on the achievement of performance targets, to determine the influence of performance appraisal on employee personal development and training, and to determine the relationship of performance appraisal on employee time management within Heifer International Uganda, a case study research design was adopted. The employees of Heifer International Uganda formed the target study population. The population of this study was 63 employees from Heifer International Uganda based across the country offices. A population sample size of 51 employees was selected using stratified random sampling where the employees were grouped into two strata based on their categories either as appraisers or appraisees. Both primary and secondary data were utilised for the purposes of this study. Primary data was collected through questionnaires which were administered using drop and pick later method. Secondary data was gathered through a review of published literature on the subject of study. Data analysis was done through the use of the Statistical Package for the Social Sciences (SPSS) 20.0 and presented in frequency tables and figures with descriptions. The study findings indicate that staff appraisal has a strong impact on the achievement of performance targets within Heifer International Uganda country office. The study found that the effect of staff appraisal on personal development within Heifer International Uganda country office was hardly felt; staff appraisal has a great impact on time management of the appraised employees in the Organisation.

Henceforth, the study proposes to Heifer International administrators' to critically reconsider several aspects of the existing staff appraisal process so as to reflect the unique elements of jobs performed by employees. The study also suggests that the appraisal system within Heifer International Uganda needs to incorporate aspects which will foster and promote teamwork. There is need to tie the staff appraisal process with rewards system. There is also need to hold consultation between appraisers and appraisees to allow clarification.

Key Words: Performance Appraisal, Employees' Performance, International Non-government Organisations, Heifer International Uganda