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Staff Appraisal Process and Productivity in Non-Governmental Organisations: A Case Study of the United Nations Development Programme, Uganda

This dissertation reports the findings of a study that investigated the relationship between staff performance appraisal and productivity in Non-Governmental Organisations (NGOs) using a case study of UNDP-Uganda. Specific focus was on the relationship between, on one hand, staff understanding of the appraisal process; their involvement in the appraisal processes; and their attitude towards the appraisal process; and their work productivity on the other hand. Productivity was looked at in terms of the staffs' meeting of performance targets, set deadlines and their innovativeness. The study was guided by the hypotheses that: there was a significant relationship between staff conversance with the performance appraisal process and productivity; their involvement in the setting of performance standards and productivity; and their attitude towards the appraisal system and productivity in UNDP Uganda.

Using semi-structured questionnaires, data were collected from a cross-section of the staff of the organisation that were selected to represent the rest of the staff using stratified random sampling. The level of agreement was elicited and indicated on a continuum that stretched between "1" for "Strongly Disagree", "2" for "Disagree", "3" for "Neither Agree nor Disagree", "4" for "Agree" and "5" for 136

"Strongly Agree". The data they provided were analysed using descriptive statistics and Pearson's Product Moment Correlation tests. A mean score of between 3.5 and 2.0 (which lay within the region of neither agree nor disagree and disagree) was recorded for staff's conversance with, involvement in and attitude towards the appraisal process. Productivity, on the other hand, produced an average score >4 (which lay within the region of "agree" on the continuum). The Product correlation coefficient test for relationship was established at 0.15 for conversance with, 0.1 for involvement in and 0.1 for attitude towards appraisal process.

Key words: Appraisal, Non-governmental, Staff