

The purpose of the study was to investigate the factors that influence employee's attitudes towards performance appraisal. It is assumed that the negative attitudes among Family Planning Association of Kenya (FP AK) employees towards performance appraisal have significantly contributed to the non- acceptance and poor implementation of performance appraisal at FPAK. The main objective was to determine the attitudes of the employees towards performance appraisal hence the acceptability of the system in FPAK. The study also investigated the factors that have contributed to the attitudes the employees have on performance appraisal. The scope of the study was Family Planning Association of Kenya and only factors influencing their attitudes towards performance appraisal was studied.

Among the variables were the levels in employment, the attitude of the appraiser, the level of preparedness of the employees to the system, the process of conducting the exercise, user friendliness of the system, linking performance appraisal results to pay and feedback. The symbolic interaction theory was found relevant to use in this study.

The study was descriptive in design. The target population was 114 employees of FPAK. A stratified sample of 88 employees was randomly drawn from the target population to represent all the levels of employment. Data was collected using a questionnaire consisting of closed ended and few open ended questions. Research assistants were used to drop and pick the questionnaires. Data analysis involved the use of frequency distributions, cross tabulations and chi-square to arrive at pragmatic recommendations. The researcher anticipated greater acceptance of performance appraisal by individual employees, improved individual performance, increased use of performance appraisal and effective implementation of performance appraisal in FPAK.