

ABSTRACT

The objective of this study was to determine the perceived influence of performance appraisal criteria on employee job satisfaction at the Kenya Airways. Much of the previous research into the influence of performance appraisal criteria on employee job satisfaction has concentrated generally on developed countries. Local studies remain scanty and in both cases mixed findings have been reported, some reporting a positive relationship and some finding no significant relationship. The study took a descriptive survey design targeting all the employees at the Kenya airways. Owing to the relatively large number of the same, a sample size of 134 employees was obtained sampled on a stratified random sampling technique. A total of 120 employees responded hence an 89.6% response rate. The research tools employed included an interview with Kenya airways human resource manager, the key respondent sampled purposively and questionnaires for the employees. The primary data collected was analyzed both descriptively and inferentially. It was found that overall; the dimensions of job satisfaction have a positive influence on job satisfaction, albeit weak. Of statistical significance among the dimensions are current pay, job experience and promotional opportunities. It also found that overall; the various relative motivational aspects of performance appraisal have a positive influence on job satisfaction, but also weak. Of statistical significance in the relation are: output quality, output quantity and job knowledge. Hypothesis test however indicates a strong positive relationship between performance appraisal criteria and job satisfaction. It can therefore be concluded that the performance appraisal criteria has a positive influence on employee job satisfaction at the Kenya airways. The study recommends that employees be involved in the whole process of performance appraisal. Training should also be organized for staff so that they learn more about the concept and fully buy in for the organization to achieve the full benefits of performance appraisal. Effective and open communication with employees on the performance appraisal criteria and use of the graphic rating scale as a performance appraisal method should be incorporated.