

Abstract

A study was carried out to establish the perceived factors affecting the effectiveness of performance appraisal at the Teachers Service Commission. The study involved a descriptive survey of the TSC and a total of 50 respondents who were selected from a total population of 3000 employees through stratified sampling. Primary data was collected by use of a structured questionnaire. Data was analyzed using descriptive statistics, frequencies, percentages and factor analysis. The findings were presented in tables and graphs. The findings revealed that there are seven main factors that affect the effectiveness of performance appraisal at TSC. They include: Lack of knowledge of appraisee; Lack of clarity on the parameters used; Lack of communication to enhance feedback on performance; Lack of feedback; Personal differences between appraiser and appraisee; Modern and complicated appraisal systems and Collective responsibility in organizational activities. The study recommended that TSC should find out ways of ensuring that the effect of these factors is reduced in order to enhance the effectiveness of performance appraisal