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### **An Analysis of Employee Performance Appraisal and Morale in Total Uganda Limited**

The study was conducted to analyse the performance appraisal and employee morale in Total Uganda Limited from 2004-2008. The purpose of the study was to determine the relationship between performance appraisal and employee morale in Total Uganda Limited. The study sought to identify the performance appraisal technique/s used, to establish the morale needs of employees, to determine the relationship between performance appraisal and employee morale and ascertain other factors affecting employee morale in Total Uganda Limited. The study took place at the head offices of Total Uganda Limited. A longitudinal study design was used, a questionnaire was set and sent to the respondents and face to face interviews were also done with some respondents. Stratified probability random sampling technique was used and then purposive and simple random sampling techniques were used to select respondents from each stratum. Both primary and secondary data were collected, verified, edited, checked, coded and analysed both quantitatively using the Statistical Package for the Social Sciences (SPSS) and qualitatively using narrations, opinions and attitudes. Frequency distributions were then run, cross tabulation done and graphs and pie charts drawn. The findings have revealed that Total Uganda Limited uses two types of performance appraisals namely Management by Objectives (MBO) and Graphic rating scales. It was also revealed that there are various types of employee morale lacking in Total Uganda Limited. It was also found out that there is a negative relationship between performance appraisal and employee morale and that there are other factors affecting employee morale in Total Uganda. It is recommended that management of Total Uganda should assess the kind of morale needs required of its staff and find ways of fulfilling them in order to make staff become more motivated. It is also important that management of Total Uganda always fulfils what is discussed with staff during performance appraisals. The conclusion of the study was that performance appraisal has created low morale in most employees, and that Total Uganda Limited does not meet most of the morale needs of her employees. There is a negative relationship between performance appraisal and employee morale and there are various other factors affecting employee morale in Total Uganda like leadership style and educational levels of employees.

Key words: Employee, Appraisal, Performance, Morale