ABSTRACT
The study set out to investigate Employee Performance Appraisal as a tool for enhancing Service Delivery in Public Institutions: A case study of Musanze district Rwanda. The objectives of the study were; to examine the existing employee performance appraisal initiatives in Musanze district, to establish the extent to which performance appraisal has brought significant improvement in service delivery in Musanze district and to find out the current status of Musanze district in meeting service delivery requirements. The study was case study design and data was collected from a part of the population of 45 employees in Musanze district head office in different departments, correlated, analysed and interpreted. Quantitative and qualitative research approaches were used as it involved the collection of numerical data, to answer the research questions and data analysis was mainly statistical. The majority of the respondents (44.4%) had 1-5 year working experience at Musanze district head office which implies that most respondents at Musanze district have little knowledge about the appraisal system. It was also observed that most employees have no previous experience with the appraisal system, so, generally the poor service delivery may be a result of the fact that the appraisal system was still new to the employees. The research shows that 86.7% of the respondents were graduates with bachelor degrees in different disciplines. This means that most employees at Musanze district are competent enough to perform and deliver services required and therefore the question of incompetence during the appraisal system may not occur. Over 50% of the respondents in total ranged between 30-40 implying that, majority of the respondents in Musanze district are in their prime years of service delivery. This implies that such employees mostly like serving people in the district and if they are well defined and established structures of employees, such as effective and efficient appraisal systems, they would promote proper service delivery. However, it was revealed that people above 40 years had significant experience in the district operations and thus working in managerial positions. This influences the level of performance in that people of similar ages tend to develop group cohesion and thus building strong bond of commitment within the group.