

## **Performance Appraisal System as Perceived by Staff Nurses and its Relation to their Commitment**

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### **Abstract**

**Background:** Performance appraisal system is developed to provide justification for career development, accountability, recognition, promotion, compensation, discipline and increase in remuneration. Performance appraisal system must be identified by staff nurses that affect their commitment. **Aim of the study:** Was to assess performance appraisal system as perceived by staff nurses and its relation to their commitment. **Design:** Descriptive correlational design was utilized to achieve the aim of present study. **Setting:** This study was conducted at Benha university hospital at the intensive care units. **Sample:** The study included all 200 staff nurses who were working at the above mentioned setting during the time of the study and have at least one year of experience in their work setting. They are distributed in the work setting. **Tools:** Two tools were used for data collection namely performance appraisal system questionnaire and staff nurses' commitment questionnaire. **Results:** 68.0% of studied staff nurses had high perception of performance appraisal, while 56% of them had high commitment. **Conclusion:** There was statistically significant positive correlation between performance appraisal system and commitment among the studied staff nurses. **Recommendations:** Attending and participation in training programs and decision making to keep commitment level high, Continuous education to cope with changes that happen daily in nursing field and developed performance appraisal systems and continuous supervision and appraisal interview should be conducted with nurses through daily and weekly discussion by their immediate supervisors to discuss their job performance to learn more and develop their knowledge and skills.

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**Keywords:** Commitment, Perception, Performance Appraisal System, Staff Nurses.

### **Introduction**

A performance appraisal system manages the employee performance process of an organization to evaluate the job performance of a team. It includes capturing qualitative and quantitative feedback and turning them into actionable insights. These insights can improve the quality of the team and the output by setting and monitoring goals. An appraisal system evaluates an employee's performance against a list of set objectives and identifies the strengths and weaknesses of employees. This process must be done on a regular basis and in a fair, timely manner (Reinbolt, 2019).

The concept of commitment signifies an attitude reflecting the strength of the bond between an employee and an organization. Commitment is a characteristic of a person that means that he/she is willing to do their best in order to get the work done. Committed employees are loyal, fast, creative and enthusiastic because they devote their time and energy to something they believe in. Thus, their job has the highest quality and is done in time. Obviously, this characteristic is of a very high worth for an employer (Patro, 2018).

Staff nurses' commitment is one of the organizational concepts that has widely been

examined in administrative literature due to its importance for organizational performance and effectiveness. Staff nurses' commitment is viewed as the degree to which staff nurses are loyal to their hospital it is characterized by acceptance of the organization's values, willingness to do exert effort on behalf of the organization and desire to remain a nurse in the hospital. It is the relative strength of an individual's identification with and involvement in a particular organization (Ingersoll et al., 2013; Schalk, 2014).

Effective performance appraisal systems help to create a motivated and committed workforce. To be effective they require the support of top management to show their commitment and to translate organizational goals and objectives into personalized employee specific objectives. The performance feedback is one of the antecedent conditions reflect the prevailing state of employee commitment. Maintain the importance of such human resource practices as appropriate feedback systems, teamwork, and delegation of relevant decision-making and responsibility to each employee, which, among other managerial practices, may be implemented by means of employee empowerment to develop employee commitment (Ali, Raisal & Fasmy, 2014).

#### **Significance of the study:**

Performance appraisal is a process through which the employee's performance can be enhanced or judged. We can describe Performance appraisal as a structured formal interaction between a subordinate and supervisor, that usually takes the form of a periodic interview in which the work performance of the subordinate is examined and discussed, with a view to identifying weakness and strengths as well as opportunities for improvement and skills development. The process of performance appraisal helps the employee and the management to know the level of employee's performance compared to the

standard level (Deepa, Palaniswamy & Kuppusamy, 2014).

Any problem in nursing work life leading to staff nurses' job dissatisfaction and decreasing productivity and quality of care as well as decreasing their commitment to the hospital and the profession. Therefore; staff nurses need to have the satisfactory performance appraisal system. So, this study was conducted to assess performance appraisal system as perceived by staff nurses and its relation to their commitment at Benha University Hospital.

#### **Aim of the study**

This study aimed to assess performance appraisal system as perceived by staff nurses and its relation to their commitment.

#### **Research Questions**

- (2) What is the level of staff nurses' perception regarding performance appraisal system?
- (3) What is the level of staff nurses' commitment?
- (4) Is there a relation between staff nurses' perception regarding performance appraisal system and their commitment?

#### **Subjects and Method**

##### **Research Design**

Descriptive correlational design was utilized to achieve the aim of the present study.

##### **Setting:**

The current study was conducted at Benha University Hospital in all 10 intensive care units as the following; emergency intensive care unit, stroke intensive care unit, intermediate care unit, hepatic care unit, pediatric intensive care unit, surgical cardio thoracic unit, coronary care unit, chest intensive care unit, intensive care unit, cardiac catheterization care unit.

##### **Sample:**

The study included all 200 staff nurses who were working at the above mentioned setting during the time of the study and have at least one year of experience in their work setting.

They are distributed in the work setting as the following table:

**Table A: Distribution of staff nurses' setting**

<b>Intensive care unit</b>	<b>Number of nurses</b>
Emergency intensive care unit	22
Stroke intensive care unit	11
Intermediate care unit	19
Hepatic care unit	14
Pediatric intensive care unit	26
cardio thoracic care unit	13
Coronary care unit	15
Chest intensive care unit	13
Intensive care unit	45
Cardiac catheterization care unit	22
<b>Total</b>	<b>200</b>

**Tools of data collection:**

The data for this study was collected by using two tools as well as personal data sheet which included study subjects' characteristics as (department - age - gender - marital status - qualification - years of experience).

**The first tool: Performance Appraisal System Questionnaire:**

This tool was developed by (Abu-Musa, 2008) and was be utilized by the investigator after reviewing by jury committee to assess staff nurses' experience regarding performance appraisal system at their working setting. This questionnaire was consisted of 31 items classified under four main dimensions as the following; fairness of performance appraisal (12 items), performance appraisal incentives (3 items), raters' errors (8 items) and factors to be appraised (9 items).

**Scoring system:**

The studied staff nurses' responses were measured on a three points Likert Scale ranged as the following; agree (3), uncertain (2) and

disagree (1). The score of all statements summed up and converted to percent scores as follows:

- Low perception < 60% (1-55).
- Moderate perception 60-75% (56-69).
- High perception 75% (70-93).

**Tools Reliability:**

The reliability was done by Cronbach's Alpha coefficient test, which revealed that tool consisted of relatively homogenous items as indicated by the moderate to high reliability of each tool. The internal consistency of knowledge tool was 0.938

**The second tool: Staff Nurses' Commitment Questionnaire:**

This tool was developed by (Allen & Meyer, 1990) and was be utilized by the investigator after reviewing by jury committee to assess level of staff nurses' commitment. This questionnaire was consisted of 21 items classified under three main dimensions as the following; affective commitment (7 items), continuance commitment (7 items) and normative commitment (7 items).

**Scoring system:**

Staff nurses' responses were measured on a five points Likert Scale ranged as the following; strongly disagree (1), disagree (2), neutral (3), agree (4), and strongly agree (5). The score of all statements summed up and converted to percent scores as follows:

- Low commitment level <60% (1-62).
- Moderate commitment level 60-75% (63-78).
- High commitment level 75% (79-105).

**Tools Reliability:**

The reliability was done by Cronbach's Alpha coefficient test, which revealed that tool consisted of relatively homogenous items as indicated by the moderate to high reliability of each tool. The internal consistency of commitment tool was 0.876.

**Tools validity:**

Content of the study tools were validated by jury group consisted of five experts from nursing administration department, (1) assistant professors from Faculty of Nursing Benha University, (1) professor & (1) assistant professors from Faculty of Nursing Tanta University and (1) professor & (1) assistant professors from Faculty of Nursing El- Manoufia university. Minor modifications were done based on jury opinions.

**Pilot study:**

A pilot study was conducted in the first week of September 2020 to ensure clarity and relevancy of the study tools. It was carried out on 20 staff nurses, who represented 10 % from subjects' study and included into the subjects because no modification was done in tools. It has also served in estimating the time needed for filling the tools. It ranged between 15 to 20 minutes.

**Field work**

- Data collection took about three months from the first of September to the end of November 2020 after securing necessary permissions.
- The investigator met staff nurses and explained the aim and the nature of the study and the methods of filling the questionnaires. This was done individually or through group meeting of staff nurses during the morning shift after taking the oral permission from the head nurse of each unit according to the load of work in each unit. The investigator distributed the data collection tools with some instructions about how to fill them.
- The data were collected three days per week from 10.30 Am to 1.30 Pm.
- The time required to fill the questionnaire ranging from 15 to 20 minutes.
- The average number of nursing staff filling the questionnaire ranging from 10 to 15 staff nurses for each day.

**Ethical consideration**

The study conducted with careful attention to ethical standards of research and the rights of the participants include the following:

- The investigator clarified the aim of the study to the staff nurses who included in the study.
- Privacy and confidentiality of the study participants' data were assured.
- Participation in the study is voluntary and participants were assured that withdrawing from the study at any stage without responsibility.

**Statistical analysis:**

Data analysis was performed using SPSS statistical software version 22. The data were explored. Descriptive statistics with the mean and standard deviation (SD) for continuous variables and frequency for categorical variables were analyzed. Qualitative variables were compared using chi square test ( $X^2$ ) as the test of significance, independent (t) test and ANOVA test was used to compare mean score between two and more groups respectively.

A correlation coefficient (r) was used to evaluate the association between studied variables. The p-value is the degree of significant. A significance level value was considered when  $p\text{-value} \leq 0.05$  and a highly significant level value was considered when  $p\text{-value} \leq 0.001$ , while  $p\text{-value} > 0.05$  indicates non-significant results.

**Results:**

**Table (1):** Describes distribution of personal characteristics of the studied staff nurses. Regarding their age two fifth of staff nurses (40.0%) aged 20 to 25 years old Concerning their gender near to two thirds (66.0) of staff nurses were females. With regard to marital status more than half of them (51.0%) were married. In relation to their educational

qualification majority of staff nurses (73.0%) were graduated from nursing institute. Concerning years of experiences majority of them (78.5%) had less than five years.

**Table (2):** Shows that the mean score percentage of total studied staff nurses' performance appraisal perception was (78.71212%). In particular, the highest mean score percentage (91.7037%) of studied staff nurses' performance appraisal perception was the component of factors to be appraised. The least mean score percentage of studied staff nurses' performance appraisal perception was the component of raters' errors.

**Figure (1):** Shows percentage of studied nurses total perception of performance appraisal. From the figure it was observed that, the highest percent (68.0%) of the studied staff nurses have high perception of performance.

**Figure (2):** Demonstrates percentage of studied staff nurses' total commitment score. From the figure it was observed that, more than half of them (56%) have high commitment level.

**Table (3):** Determines that the mean score percentage of total studied staff nurses' commitment level was (387.3095). In particular, the highest mean score percentage (84.15714) of studied staff nurses' commitment level was the component of continuance commitment. The least mean score percentage of studied staff nurses' commitment level was the component of affective commitment.

**Table (4):** Clarifies that there was highly statistical significant positive correlation (P-value <0.001) between performance appraisal system and commitment among the studied staff nurses.

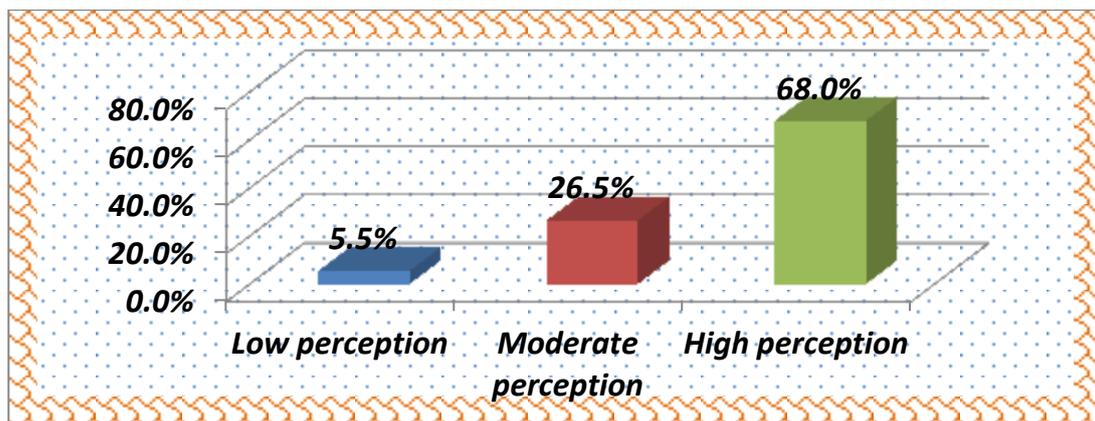
**Table (1): Distribution of personal characteristics of the studied staff nurses (n=200)**

Personal characteristics	Frequency	%
<b>Age in years</b>		
<20 years old	68	34.0
20-25	80	40.0
>25	52	26.0
Mean ±SD	24.59±4.39	
<b>Gender</b>		
Male	68	34.0
Female	132	66.0
<b>Marital status</b>		
Married	102	51.0
Single	94	47.0
Divorced	4	2.0
<b>Educational qualification</b>		
Secondary nursing education	46	23.0
Technical nursing education	146	73.0
Bachelor of nursing	8	4.0
<b>Years of experience</b>		
< 5 years	157	78.5
5-10 years	31	15.5
>10 years	12	6.0
Mean ±SD	7.28±3.68	

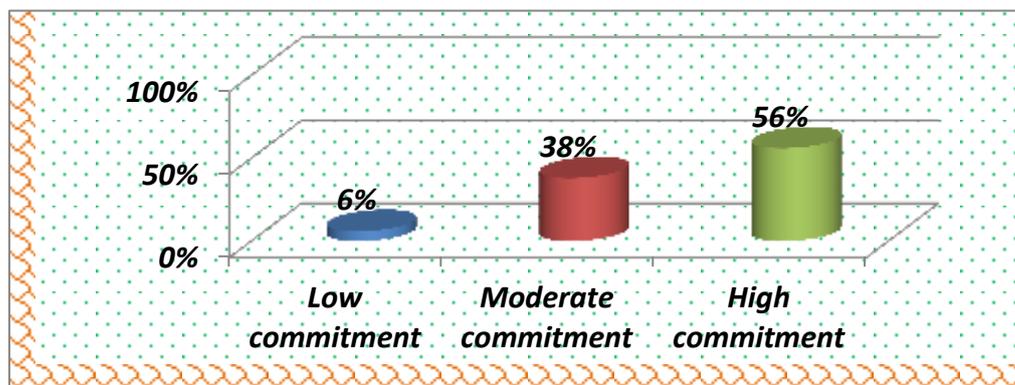
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**Table (2): Distribution of studied staff nurses' performance appraisal perception mean scores**

Domain	Total score	Minimum	Maximum	Mean ±SD	% of men score
Fairness of performance appraisal	39	12.00	36.00	29.1000±5.58084	74.61538
Incentives of performance appraisal	9	3.00	9.00	7.4650±1.74470	82.94444
Raters Errors	24	9.00	24.00	16.6000±3.92006	69.16667
Factors to be appraised	27	13.00	27.00	24.7600±2.94034	91.7037
Total perception	99	44.00	96.00	77.9250±9.56120	78.71212



**Figure (1): Percentage of studied staff nurses total perception of performance appraisal**



**Figure (2): Percentage of studied staff nurses' total commitment score**

**Table (3): Distribution of studied nurses' commitment mean scores**

Domain	Total score	Minimum	Maximum	Mean ±SD	% of men score
<b>Affective commitment</b>	35	7.00	35.00	24.7300±6.52302	70.65714
<b>Continuance commitment</b>	35	7.00	35.00	29.4550±5.42264	84.15714
<b>Normative commitment</b>	35	16.00	35.00	27.1500±4.53988	77.57143
<b>Total commitment</b>	21	41.00	105.00	81.3350±12.12053	387.3095

**Table (4): Correlation between studied nurses' total performance appraisal perception score and total commitment score**

Variables	Total commitment	
	r	P value
<b>Total performance appraisal score</b>	.393**	<0.001**

**Discussion:**

Performance appraisal is a periodic evaluation of employee's performance measured against the job's stated or presumed requirements. It is one of the basic tools that make workers to be very effective and active at work. Performance appraisal is one of the most important functions of HR managers. It is concerned with identifying, measuring, influencing and developing job performance of employees in the organization in relation to the set norms and standards for a particular period of time in order to achieve various purposes (Mishra, 2013).

Since performance appraisal system is enhanced by nurses' participation and clarity of goals and it may also be positively related to their commitment. Moreover, developmental performance appraisal is concerned with giving nurses a sense of belongingness and that sense of being valued by their hospital as this is vital in making employees more committed to the

hospital (Agyare, Yuhui, Mensah, Aidoo & Ansah, 2016).

Discussion of present study is presented in the following sequences, the first part: focus on staff nurses' perception regarding performance appraisal system, the second part: focus on the level of staff nurses' commitment and the third part: focus on the relation between staff nurses' perception regarding performance appraisal system and their commitment.

Concerning distribution of personal characteristics of the studied staff nurses, the result of the present study revealed that two fifth of staff nurses aged 20 to 25 years old. The finding is agreed with Baird, Tung & Su, (2020) who conducted a study about Employee empowerment, performance appraisal quality and performance and found that more than two thirds of studied sample were aged 20 to 25 years old.

With regard to marital status more than half of them were married. The finding is agreed with **Dorgham, (2012)** who reported that the majority of studied nurses were married. On the other hand, the result of this study disagreed with **Al-Hussami, et al., (2014)** reported in his study about organizational commitment and work satisfaction among Jordanian nurses that less than half of them were married.

In relation to their educational qualification majority of staff nurses were graduated from nursing institute. The finding is agreed with **Elkholy, (2015)** who conducted her study about the relation between nurse's organizational commitment, their performance and its effect on patient's satisfaction and found that the highest percent of nurses were graduated from nursing institute.

Concerning years of experiences majority of them had less than five years. The finding is disagreed with **Demerdash et al., (2013)** who found in their study that the majority of studied nurses had more than five years of experiences. In relation to staff nurses' performance appraisal perception mean scores, the result of the present study revealed that the highest mean score percentage of studied staff nurses' performance appraisal perception was the component of factors to be appraised. The finding is agreed with **Baird, Tung & Su, (2020)** who conducted a study about Employee empowerment, performance appraisal quality and performance and found that the highest mean score percentage of studied sample's performance appraisal perception was the component of factors to be appraised.

On the other hand, the result of this study disagreed with **Youssif, Eid & Safan, (2016)** who conducted a study about Staff Performance Appraisal System and its Relation to Their Job satisfaction and Empowerment and found that

the highest mean score percentage of studied sample's performance appraisal perception was the component of fairness of performance appraisal.

Concerning percentage of studied nurses' total perception of performance appraisal, the result of the present study revealed that the highest percent the studied staff nurses have high perception of performance appraisal. The finding is disagreed with **Youssif, Eid & Safan, (2016)** who conducted a study about Staff Performance Appraisal System and its Relation to Their Job satisfaction and Empowerment and found that the studied staff nurses have low perception of performance appraisal.

Regarding total level of staff nurses' commitment, the results of the present study show that more than half of studied staff nurses had high commitment level. This might be due to their feeling that the nursing profession is important in helping others and contribute to society service.

The finding is agreed with **Eskandari & Heidarigorji (2018)**, the study about can work related stress and job satisfaction affect job commitment among nurses, who found that the total level of professional commitment was high among nurses. Also aligns with **Kebriaei et al., (2012)** the study about psychological empowerment in hospital administrative staff predicts their organizational commitment and found that perception of organizational commitment of the studied sample was relatively high.

On the other hand, the result of this study contraindicated with **AL-Hamdan et al., (2017)** who conducted a study about nurses' professional commitment and its effect on patient safety and found that the professional commitment level of Jordanian registered nurses

was moderate. And also, disagreement with **Gizaw et al., (2018)** who conducted a study about level of professional commitment and associated factors among nurses working in Jimma Zone Public Hospitals; Jimma South West Ethiopia and the study revealed that only one third of nurses have high level of professional commitment.

The result of the present study showed that the highest mean score percentage of studied staff nurses' commitment level was the component of continuance commitment. The least mean score percentage of studied staff nurses' commitment level was the component of affective commitment.

The result of the present study aligns with **Elkholy, (2015)** who conducted her study about the relation between nurse's organizational commitment, their performance and its effect on patient's satisfaction and found that affective commitment had the lowest mean scores.

On the other hand, the result of this study contraindicated with **Ahmed & Oranye, (2013)** who conducted a study about Empowerment, job satisfaction and organizational commitment: a comparative analysis of nurses working in Malaysia and England and found that affective commitment had high mean score comparing with other two dimension of the organizational commitment. And also, disagreed with **Raeissi et al., (2015)** who reported that nurses had low mean score in continuance commitment.

The result of the present study clarifies that there was statistically significant correlation between staff nurses' perception of performance appraisal system and their commitment. It means that employees who believe that the present system of performance appraisal of their organization is fair and free from all intentional or unintentional errors and staff nurses are fairly

rewarded for their job performance, have strong feelings of attachment with the hospital.

The result of the present study aligns with **Sajuyigbe, (2017)** who conducted a study about Impact of Performance Appraisal on Employee Performance in Nigerian Telecommunication Industry and found that performance appraisal system has significant impact on employee's commitment. Also aligns with **Salleh, Amin, Muda & Halim, (2013)** who conducted a study about Fairness of performance appraisal and organizational commitment and concluded that perceived fairness of performance appraisal has a positive influence on the employee commitment.

Also this result is in the same line with **Daoanis, (2012)** who conducted a study about Performance Appraisal System and reveals that performance appraisal system strongly affects the commitment of employees. And also agree with **Ali & Fatima, (2016)** who conducted a study about Teachers' Insight about Performance Appraisal System and Its Inferences on Their Commitment and Skills of Job at Secondary Level.

#### **Conclusion:**

More than two thirds of studied staff nurses had high level of perception regarding performance appraisal system, while more than half of them had high level of commitment. Also, there was statistically significant positive correlation between staff nurses' perception regarding performance appraisal system and their commitment.

#### **Recommendations:**

##### **For hospital management:**

- Develop a well-structured courses and educational programs regularly for nurses who had low level perception regarding performance appraisal system to raise their knowledge about it.

- Introduce formal orientation program related to performance appraisal system to newly graduated nurses before starting their real work at hospital.

**For staff nurses:**

- Regularity improves nurses' awareness about performance appraisal system and how it affects their commitment level.
- Communicate openly with their supervisors about any concern regarding their profession and performance appraisal system that could keep level of commitment high.

**Further researches are suggested.**

- The relationship between professional commitment and patient satisfaction among staff nurses.
- Relation between staff nurses' knowledge regarding performance appraisal system and quality of patient care.

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## نظام تقييم الأداء من منظور الممرضين وعلاقته بالتزامهم

سمية محمد فهمي – إحسان سعد سليمان – منى مصطفى شاذلي

تساعد عملية تقييم الأداء الممرضين والمستشفى على معرفة مستوى أداء الممرضين مقارنة بالمستوى القياسي. الغرض من تقييم الأداء هو تقييم أداء الممرضين بموضوعية قدر الإمكان. يتم استخدام نتائج تقييم الأداء في تحديد اتجاه تطوير الأداء الفردي من خلال إبراز نقاط القوة والضعف في الأداء ومن ثم وضع خطة عمل لتسهيل التطوير المطلوب. لذلك هدفت هذه الدراسة إلى تقييم نظام تقييم الأداء كما يراه الممرضين وعلاقته بالتزامهم. وقد أجريت الدراسة بمستشفى جامعة بنها بوحدات العناية المركزة وقد اشتملت الدراسة على جميع الممرضين العاملين في المكان المذكور عالياً خلال فترة الدراسة ولديهم خبرة سنة واحدة على الأقل في مكان عملهم. حيث كشفت النتائج عن وجود علاقة ارتباط إيجابي ذات دلالة إحصائية عالية بين نظام تقييم الأداء والالتزام بين الممرضين. كما أوصت الدراسة بتقديم برنامج توجيهي رسمي متعلق بنظام تقييم الأداء للممرضين حديثي التخرج قبل بدء عملهم الحقيقي في المستشفى.