

Relationship Between Fairness of Performance Appraisal and Nurses' Work Motivation

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Abstract

Background: In today's world, almost every organization whether it is public or private sector, requires a Performance Appraisal System (PAS) to assess the performance of the staff. **Aim:** determine the relationship between fairness of performance appraisal and nurses' work motivation. **Methods:** A descriptive, correlational research design was conducted at Kafr El- Dawar General Hospital at EL-Beheira Government –Egypt. **Subject:** All staff nurses, who are working in the previously mentioned settings was included in the study (N=280). **Tools:** two tools were used: Tool I Perception of Fairness Performance Appraisal questionnaire (PFPA); Tool II Assessment of Motivational Level of the Nurse's. **Result:** The results of the study revealed that staff nurses perceived moderate mean percent score of total fairness performance appraisal, and moderate mean percent score of total nurses' work motivation. **Conclusion:** There was positive statistically significant relationship between total staff nurses' perceptions of total fairness performance appraisal and total nurses' work motivation at Kafr El- Dawar General Hospital. **Recommendation:** Enhance staff nurses' perceptions of total fairness performance appraisal through which organizations seek to assess nurses' and develop their competence, enhance performance, distribute rewards make decisive judgment towards staff to foster growth in the organizations and management, motivate the nurses to work.

Keyword: Fairness of Performance Appraisal and Nurses' Work Motivation.

Introduction

Performance appraisals have remained a standard component of the Human Resource Management (HRM) function, given the widespread belief that they contribute to organizational productivity and efficiency (Kim, Holzer, 2016). Performance appraisal is the most important management tool that a nurse manager to enhance the nurse's performance (Harmon Ret al., 2018). Performance appraisal defined by (Pulakos, 2011) as activities through which organizations seek to assess nurse's and develop their competence, enhance performance and distribute rewards. Performance appraisal systems include process and procedures involved in implementing, managing, and communicating the events.

Widodo (2021) defined performance appraisal fairness is recognized as an action or decision that is understood to be morally right on the basis of ethics, religious, fairness, equity, or law. It is a major area of concern for both organizations and staff. Prather (2010) classified fairness of performance appraisal into seven dimensions, including: manager effectiveness; perceived nurse-manager relationship; in-group/out-group

status; frequency and quality of feedback given to nurses; clear expectations and goals; fair pay and rewards; and finally, perception.

In healthcare organization work motivation is an important measure of healthcare professional's response to the increasing challenges and demands (El-Gazar, Zoromba, Elzohairy, 2022). Howard et al., (2020) defined motivation as "a complex, multidimensional and the force within individual that influence or direct behavior". Worker motivation is the result of the interactions between individuals (internal psychological process), their work environment (a transactional process) and the fit between these interactions and the societal context (Breevaart, et al., 2014).

Reiss 2017 classified motivation in workplace into two categories: first, extrinsic motivation results from satisfying, indirectly, the lower-level human needs associated with basic survival and includes financial rewards, working conditions and job security as well as the monetary incentives, which can be direct such as overtime pay, allowances, bonuses, profits; or indirect incentives, such as nutrition, housing,

transportation, loans, advertising, facilities and treatment. (Singh, 2016).

Second, *intrinsic motivation* results from satisfying the higher-level human needs and moral needs in an integrated manner as participation in decision-making, which is an indicator to distinctive democratic management, and through this participation, members in the group can solve problems and perform activities related to decision-making in the organization, and their participation directly affect the work field (Al-Hawary, 2017).

Significance of the study

Motivation plays a very important role in any organization that leads to an increase the productivity and performance of the nurses. Motivation meets the needs of the staff, improve communication and interpersonal relationship between manger and nurse's, increase self-esteem and sense of belonging to organization, increase staff retention (Mohammad, Elliethey, Elzohairy, 2021). Motivated nurses have high levels of morale and commitment towards the organization and its goals and objectives, motivation reduces turnover and reduces the need for constant induction of new staff and help marketing of organization (Homauni et al., 2021). Researchers have suggested that nurses and supervisors hold negative views on the appraisal process and its degree of fairness. Efficient performance appraisal may not only inspire nurses in improving their performance, but also contribute to the overall performance of the organizations (Prather, 2010). In health care service, human resources practices are highly neglected and performance appraisal practices are seen to be very rare (Salleh et al., 2013). Hospitals are suffering from high nurse turnover rate, which is approximately 15%, nurses' absenteeism rate is 27%, and 63% of nurses are dissatisfied with their jobs, due to unfairness in performance appraisal (Rubel et al., 2015).

Aim of the study:

This study aims to determine the relationship between fairness of performance appraisal and nurses' work motivation at Kafr El- Dawar General Hospital.

Research question:

What is there a relationship between fairness of performance appraisal and nurses' work motivation at Kafr- El Dawar General Hospital?

Materials and Methods

Research design:

A descriptive, correlational research design was used to conduct this study.

Setting:

This study was conducted in all inpatient units (medical and surgical) and Intensive Care Units (ICU) at Kafr El-Dawar General hospital (N=22), which is affiliated to Ministry of Health and Population. The hospital is the second largest hospital at El-Beheira Governorate, with bed capacity (278).

Subjects:

Finite sample of staff nurses, who were working in the previously mentioned settings and who were available at the time of data collection, with at Least one year of experience, were included in the study (N=280).

Tools of the study:

Two tools were used in this study:

Tool (I): Perception of Fairness Performance Appraisal Questionnaire (PFPA):

It was developed by Prather (2010) to assess nurse's perception of fairness of performance appraisal. It consists of 45 items classified into seven dimensions, namely: (1) manager effectiveness (13-item); (2) perceived nurse-manager relationship (7-item); (3) in-group/out-group status (4-item); (4) frequency and quality of feedback given to nurses (8- item); (5) clear expectations and goals (7-item); (6) fair pay and rewards (3-item); and finally, (7) perception of fairness (3-item). Responses was measured on a 5-point Likert scale ranging from (5) strongly agree to (1) strongly disagree. Reverse score was applied to negatively worded items, it founded in question number (2,6,13). The overall score ranges from (45-225). The higher score was indicating higher perception of performance appraisal. The reliability coefficient of the scale in this study, it was 0.932.

Tool (II): Assessment of Motivational Level of the Nurse's:

This tool was developed by Saunders et al. (2020) to assess effect of motivation factors. It consists of 23 items classified in two dimensions, namely: (1) extrinsic motivation (12-item) and intrinsic motivation (11- item). Responses will be measured on a 5-point Likert scale ranging from (1) strongly disagree to (5) strongly agree. The overall score ranges from (23-115). The higher score will indicate higher perception of

motivational factors. The reliability coefficient of the scale in this study, it was 0.881.

In addition, demographic data sheet was developed by the researcher, and included the following items: age, working unit, gender, educational qualification, years of nursing experience, years of unit experience and marital status.

Pilot study:

A pilot study for the questionnaires was carried out on (10%) of total sample size of staff nurses ($n=28$), who was not be included in the study sample; in order to check and to ensure the clarity and feasibility of the tool and to identify obstacles and problems that encountered during data collection. Based on the feedback received from the participants, minor adjustments were made to the layout and content of the questionnaire to improve their clarity and ease of completion. The average time to complete the questionnaire was found to be 10 minutes.

Data collection:

Data was collected from the identified subjects, by the researcher through hand-delivered questionnaire after meeting with each staff nurse at their study settings. Each nurse took (20) minutes to fill the two tools. Data collection took three months from the beginning of September, 2021 to the end of December 2021.

Statistical analysis

The collected data was revised, categorized, coded, computerized, tabulated and analyzed using Statistical Package for Social Sciences (SPSS) version 25.0. Reliability of the tool was determined by Cronbach's alpha and presented in descriptive, and association forms. Using Cronbach's alpha coefficient test. The necessary tables were then developed: Data were presented using: Descriptive statistics: included frequency, percent and mean with standard deviation to describe and summarize the scale and categorical data.

Chi-square test was used to examine relationship between variables. P value ≤ 0.05 was considered statistically significant, and P value ≤ 0.01 was considered highly statistically significant. Pearson correlation coefficient test was used to explore relationship between fairness of performance appraisal and nurses' work motivation. Multiple Linear regression analysis and ANOVA was used to illustrate predictors of fairness performance appraisal among the studied

nurses. Bar graphs were done for data visualization using Microsoft Excel

Ethical considerations:

The research approval was obtained from the ethical committee at the Faculty of Nursing - Damanhour University, prior to the start of the study. An informed written consent was obtained from the study subjects after explanation of the aim of the study. Privacy and right to refuse to participate or withdraw from the study were assured during the study. Confidentiality and anonymity regarding data collected were maintained.

Results:

Demographic characteristics of staff nurses working at Kafr El-Dawar General Hospital.

Table 1 represents that (56.8%), had from 20 to less than 30 years old; while the minority of them (11.4 %) had 50 years old and more. According to working unit, above one third of staff nurses (36.8%), were working in surgical units; compared to less than one third of them were working in ICU (30%) with Mean \pm SD 32.6 ± 10.595 . Regarding gender, the majority of nurses (88.9%) were females; compared to 11.1% only of them, were males.

Concerning educational qualification, above half of staff nurses (60.4%), got Bachelor Degree of Science in Nursing; whereas, 28.2% of them had Diploma of Technical Nursing Institute, and only 4.3% of them had Post Graduate Degree. In relation to years of nursing and unit experiences, the highest percentage of staff nurses had from 1 to less than 5 years of nursing and unit experiences (53.2%, 43.6%), respectively; whereas above one quarter of them had 10 years and more (28.9%, 25.7%), consecutively. Concerning marital status, less than three quarters of staff nurses (70.4%) were married; compared to the minority of them (3.9%), were divorced.

Table (2) reveals that staff nurses perceived moderate mean percent score of total fairness performance appraisal (60.69%). Whereas, staff nurses perceived high mean score of perceived nurse-manager relationship and clear expectations and goals dimensions (81.46%, 76.81%), consecutively. While staff nurses perceived moderate score of manager effectiveness, in-group/out-group status, frequency and quality of feedback given to nurses, fair pay and rewards and finally perception of fairness (62.95%, 60.63%, 41.96%, 36.48%, 39.07%), respectively .

The first dimension was perceived nurse-manager relationship (28.51 ± 4.956). Whereas, the last dimension was fair pay and reward (5.47 ± 2.084)

Table 3 reveals that staff nurses perceived moderate mean percent score of total nurses' work motivation (63.80). Regarding to extrinsic and intrinsic motivation, staff nurses got moderate mean score (59.45, 59.67), respectively.

Table 4 shows that there were positive highly statistically significant correlation between all dimensions of staff nurses' perceptions of fairness performance appraisal and all dimension of work motivation, where ($p = 0.000$).

Table 5 presents the results of multivariate regression analysis between Nurses' fairness

performance appraisals as dependent Variable and work motivation as a dependent variable. It was found that approximately 98.8% of the explained variance of intrinsic motivation and extrinsic motivation is related to nurses' fairness performance appraisal, where the model is significant ($F = 46.12, p = 0.000$).

However, coefficients table of regression analysis has displayed that only the variables of Predictors (Constant) Intrinsic motivation, years of nursing experience, years of unit experience, age (years), and extrinsic motivation, P value (significant) ≤ 0.05 .

Table (1): Demographic characteristics of Staff nurses working at Kafr El- Dawar General Hospital.

Demographic characteristics	Staff nurses (N= 280)	
	No.	%
Age(Years)		
20-	159	56.8
30-	56	20.0
40-	33	11.8
50-	32	11.4
Working Unit		
Medical	93	33.2
Surgical	103	36.8
ICU	84	30.0
Min-Max 20 – 58	Mean \pmSD 32.6\pm10.595	
Gender		
Male	31	11.1
Female	249	88.9
Educational qualifications		
Diploma of Secondary Technical Nursing School	20	7.1
Diploma of Technical Nursing Institute	79	28.2
Bachelor of Sciences in Nursing	169	60.4
Post Graduate Degree	12	4.3
Years of nursing experience		
1-	149	53.2
5-	81	28.9
10 +	50	17.9
Min-Max 1 – 38	Mean \pmSD 9.1\pm10.412	
Years of unit experience		
1-	122	43.6
5-	86	30.7
10 +	72	25.7
Min-Max 1 – 25	Mean \pmSD 6.6\pm 6.100	
Marital status		
Single	57	20.4
Married	197	70.4
Divorced	11	3.9
Widow	15	5.3

Mean percent score of staff nurses' perceptions of fairness performance appraisal, working at Kafr El-Dawar General Hospital

Table (2): Mean percent score of staff nurses' perceptions of fairness performance appraisal, working at Kafr-El Dawar General Hospital. (N=280)

Fairness Performance Appraisal dimensions	Min.	Max.	Mean ± SD	Mean % Score
Manager effectiveness	24	65	40.92 ± 12.938	62.95
Perceived nurse-manager relationship	14	35	28.51 ± 4.956	81.46
In-group/out-group status	8	19	12.13 ± 2.820	60.63
Frequency and quality of feedback given to nurses	10	35	16.79 ± 5.967	41.96
Clear expectations and goals	12	35	26.88 ± 5.078	76.81
Fair pay and rewards	3	13	5.47 ± 2.084	36.48
Perception of fairness	5	14	5.86 ± 1.849	39.07
Total fairness performance appraisal	77	210	136.55 ± 29.214	60.69

High mean percent score ≥ 66.6-100%

Moderate mean percent score ≥ 33.3 < 66.6%

Low mean percent score: < 0-33.3%

Mean percent score of nurses' work motivation, working at Kafr El-Dawar General Hospital

Table (3): Mean percent score of nurses' work motivation, working at Kafr El-Dawar General Hospital. (N=280)

Nurses' work motivation dimensions	Min.	Max.	Mean ± SD	Mean % Score
Extrinsic motivation	21	53	35.67 ± 7.416	59.45
Intrinsic motivation	19	54	32.82 ± 7.359	59.67
Total work motivation	40	115	73.37 ± 17.607	63.80

High mean percent score ≥ 66.6-100% Moderate mean percent score ≥ 33.3 < 66.6% Low mean percent score < 0-33.3%

Performance appraisal and their work motivation, working at Kafr El-Dawar General Hospital.

Table (4): The correlation matrix between staff nurses' perceptions of fairness performance appraisal and their work motivation, working at Kafr El-Dawar General Hospital. (N=270).

Fairness Performance Appraisal		(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)
Work motivation												
Manager effectiveness (1)	R		0.397	0.895	0.820	0.415	0.615	0.547	0.915	0.923	0.909	0.869
	P (2-tailed)	1	0.000**	0.000**	0.000**	0.000**	0.000**	0.000**	0.000**	0.000**	0.000**	0.000**
Perceived nurse-manager relationship (2)	R			0.537	0.341	0.970	0.351	0.277	0.679	0.665	0.653	0.511
	P (2-tailed)		1	0.000**	0.000**	0.000**	0.000**	0.000**	0.000**	0.000**	0.000**	0.000**
In-group/out-group status (3)	R				0.866	0.564	0.639	0.573	0.941	0.949	0.951	0.953
	P (2-tailed)			1	0.000**	0.000**	0.000**	0.000**	0.000**	0.000**	0.000**	0.000**
Frequency and quality of feedback (4)	R					0.376	0.602	0.568	0.853	0.864	0.871	0.941
	P (2-tailed)				1	0.000**	0.000**	0.000**	0.000**	0.000**	0.000**	0.000**
Clear expectations and goals (5)	R						0.412	0.344	0.700	0.689	0.682	0.539
	P (2-tailed)					1	0.000**	0.000**	0.000**	0.000**	0.000**	0.000**
Fair pay and rewards (6)	R							0.886	0.716	0.655	0.679	0.621
	P (2-tailed)						1	0.000**	0.000**	0.000**	0.000**	0.000**
Perception of fairness (7)	R								0.647	0.587	0.619	0.549
	P (2-tailed)							1	0.000**	0.000**	0.000**	0.000**
Total fairness performance appraisal (8)	R									0.993	0.989	0.929
	P (2-tailed)								1	0.000**	0.000**	0.000**
Extrinsic motivation (9)	R										0.991	0.936
	P (2-tailed)										0.000**	0.000**
Intrinsic motivation (10)	R											0.934
	P (2-tailed)										1	0.000**
Total work motivation (11)	R											
	P (2-tailed)											1

*Significant at P ≤ 0.05 **highly significant at P ≤ 0.01 r = Pearson correlation Interpretation of r: Weak (0.1-0.24) Intermediate (0.25-0.7) Strong (0.75-0.99) Perfect (1)

Multiple Linear regression analysis to illustrate predictors of fairness performance appraisal among the studied nurses.

Table (5): Multiple Linear regression analysis to illustrate predictors of fairness performance appraisal among the studied nurses.

Dimensions	Unstandardized Coefficients	Standardized Coefficients	T	P
	B	B		
(Constant)	-0.034		-0.028	0.978
Age (years)	0.020	0.007	0.561	0.575
Years of nursing experience	0.026	0.009	0.691	0.490
Years of unit experience	0.042	0.009	0.829	0.408
Extrinsic motivation	2.836	0.720	14.784	0.000**
Intrinsic motivation	1.044	0.263	5.391	0.000**
ANOVA^a				
Model	R ²	Df	F	P
Regression	0.988	5	4673.125	0.000**

*P value (significant) ≤ 0.05 **P value (highly significant) ≤ 0.01 Not significant at $P > 0.05$

df= degree of freedom

F= One Way Anova

T=Independent samples t- test

R²= Coefficient of multiple determination

a: Dependent Variable: Nurses' fairness performance appraisal.

b: Predictors: (Constant) Intrinsic motivation, years of nursing experience, years of unit experience, age (years), and extrinsic motivation.

Discussion:

In human resource management performance appraisal is a key element of management practices, the most common issue regarding performance appraisal which is faced by organizations is the perceived fairness on the performance appraisal system (Lutwama, et al., 2013). Proper evaluation of nurses' performance through measuring, monitoring, and creating a system of self-control and self-assessment, might have a very crucial role in improving their accountability and ultimately in the improvement of organizational performance (Brefo-Manuh, et al., 2021).

Performance appraisal when undertaken in the right manner can contribute significantly to the staff motivation (Tuytens, 2012). Therefore, the present study aimed to determine the relationship between fairness of performance appraisal and nurses' work motivation at Kafr El- Dawar General Hospital.

Fairness performance appraisal

The results of the current study revealed that staff nurses perceived moderate mean percent score of total fairness performance appraisal. All fairness performance appraisal subscales, namely: manager effectiveness, perceived nurse-manager relationship, in-group/out-group status, frequency and quality of feedback given to nurses, clear expectations and goals, fair pay and rewards and perception of fairness got moderate score.

This may be attributed to the assumed subjectivity of the process especially in instances where the measures were not automated or standardized. In addition, poor communication and a poor feedback system meant that nurses could not reflect adequately on the quality of the performance appraisals they have received. Bias, lack of capacity of the appraiser, poor appraisal design and infrequent appraisal procedures were some reasons given for perceived poor appraisal.

This finding supported by Setiawati and Ariani (2020) and Ahmed et al. (2011), whose study revealed that staff nurses moderately perceived all domains of performance appraisal. On the other hand, Zwiech (2021) reported that close to a half of respondents believed that performance appraisals were not fair in all domains. Also, Madureira et al. (2021) documented that the study sample had very negative perceptions, regarding objectivity, transparency, and fairness of performance appraisal.

Opposite with the present study, Dal Corso et al. (2019) found that respondents agree that all the aspects of performance appraisal convey performance-appraisal justice. Also, Jawahar (2019) reported that the mean scores that indicated respondents had high response toward procedural justice, informational justice, and interpersonal justice. Likewise, Hamdeen et al. (2022) revealed that staff nurses highly perceived all domains of performance appraisal.

In this regard, Abed Saeedi et al. (2014) stated that the studied staff nurses perceived unfair appraisal as regard the performance appraisal process and concluded that participants believed nurse performance appraisal system facing with multiple problems that are affected justice in performance appraisal. Also, Vasset et al. (2010) reported that nurse's perceived unfair performance appraisal and mentioned that if nurse's perceive performance appraisal processes as unfair, they may reject the usefulness and validity of the information they receive and so may not be motivated to change behavior.

The present findings study also demonstrated that displays that above two thirds of nurses had moderate score level of total fairness performance appraisal. Also, the highest percentage of nurses perceived moderate level of fairness performance appraisal was related to in-group/out-group status, followed by perception of fairness, fair pay and rewards, then manager effectiveness. This can be attributed to concerns about measurement quality and subjectivity of human judgment, lack of adequate financial resources, and political influence all complicate the effectiveness of performance appraisal and increased defensiveness, resistance, and avoidance of the system. In addition, inadequate understanding performance-appraisal process of head nurses, ineffective applying standards, not providing constructive feedback and regular assessment of needs for development, and not maintaining a good relation with staff.

In the same context, Abbasnezhad et al. (2015) and Rehman et al. (2022) argued that about two thirds of nurses had moderate level of perceived total fairness performance appraisal and reported that in group / out group status and perceived fairness dimensions had the heist percentage. In the opposite line, this result was inconsistent with a study performed by Aly et al. (2020) and reported that near to three-quarters of the studied nurses had low level of perceived fairness of performance appraisal system. This finding could be because that the staff nurses might think the performance process was subjective and not on significant criteria.

As well, Amin et al. (2022) stated that the majority of staff nurses had low perception toward performance appraisal justice dimension. In contrast, a study carried out by Mohamed et al.

(2023) found that just under two thirds of the nurses in the study had a high perception of all performance appraisal fairness domains. Likewise, Fahmy et al. (2020) and Walsh (2003) reported that the majority of nursing staff had a high view of performance appraisal fairness.

In this concern, Ryu and Hong (2020) indicated that constructive performance feedback and trust in supervisors were positively and significantly associated with perceived fairness of performance appraisal. Further, trust in supervisors partially mediated the relationship between constructive performance feedback and perceived fairness of performance appraisal. Additionally, Nutakor (2019) declared that fair pay and rewards ought to be given with the performance decided at the end of directing evaluation and it will possibly happen when fairness is held under thought and every one of the employees would be dealt with similarly.

Moreover, the current study highlighted that the highest proportion of the studied nurses perceived high level of performance appraisal fairness regarding clear expectations and goals, and perceived nurse-manager relationship domains. This may be due to nurses' supervisor take active roles to communicate the goals and priorities of the organization and constantly review their nurse's progress toward meeting those goals. As well, nurses' supervisor has better skills and abilities to conduct work effectively.

This result was in agreement with Lee (2019), Kim, (2011) and Bae (2021) they stated that most of the studied participants highly perceived nurse-manager relationship domain and reported that they have clear expectations and goals. On contrary, Aly et al. (2020) and Amin et al. (2022) reported that most of the studied respondents had low level of perceived performance appraisal fairness as regard clear expectations and goals domain.

Furthermore, the current study clarified that nearly three quarters of the studied nurses had low level of perceived frequency and quality of feedback dimension. This may be related to lack of supervisors' significant role in designing evaluation indicators of the nurse's performance, and also the shortage of their enough power and capacity to utilize the results of performance evaluation. Also, this may be attributed to work load, lack of time, lack of supervisors'

communication skills, fear of upsetting colleagues, fear of damaging professional relationships, defensive behaviour and resistance of nurses when receiving feedback.

This result was consistent with researches conducted by van Tjahjono et al. (2020), Majidi et al., (2021), Homauni et al., (2021) and Mok and Yie, (2021) indicated that nurses perceived low level of performance appraisal fairness and performance feedback had the lowest average score and concluded that Health workers' performance appraisal is facing a number of challenges, including ineffectiveness of appraisal data for performance improvement, lack of immediate and constructive feedback and unfair performance appraisal.

Nurses' work motivation

The current study reflected that staff nurses perceived moderate mean percent score of total of nurses' work motivation and all dimensions. This may be attributed to the high percentage of the studied nurses perceived moderate level of performance appraisal fairness and about three quarters of them perceived low level of frequency and quality of feedback which affecting their level of work motivation.

In this concern, Baljoon et al. (2018) argued that nurses' work motivation is affected by several personal and organizational factors. Nurses' age, years of experience, autonomy, educational level and administrative positions were found as personal characteristics that affect nurses' work motivation level. Moreover, nurses' empowerment, work engagement, pay and financial benefits, supervision, promotion, contingent rewards, supportive relationship (co-workers), communication and nature of work were identified in the literature as organizational factors affecting nurses' work motivation.

This result matched with Abu Yahya et al. (2019), Ahmed et al. (2013), Camerino et al. (2008), Tummers et al. (2006), they indicated that the studied nurses have a moderate level of work motivation. In the opposite line, Toode et al. (2015), Engin and Cam (2009) reported that the studied participants' level of motivation was above average. On the other hand, Ayalew et al. (2019) found low motivation levels among nurses. As well, Deressa and Zeru (2019) stated that greater part of nurses was not or less

motivated. Also, Mulugeta (2022) mentioned that the majority of nurse's are not motivated.

The present study illustrated that more than half of staff nurses had moderate level of total work motivation. The highest dimension was intrinsic motivation followed by extrinsic motivation which got moderate scores. This could be attributed to nurses' age, educational level and years of experience which are positively affecting their intrinsic motivation. This result was supported by Saleh et al. (2022), Zeng et al. (2022), Toode et al. (2015), Engin and Cam (2009) and Ayalew et al. (2019), they declared that intrinsic motivation had higher percentage than extrinsic motivation among the studied respondents. Conversely, Yahya et al. (2019) and Ahmed et al. (2013) they stated that intrinsic motivations are the lowest sources of motivation among the studied subjects.

The present study highlighted that intrinsic motivation and extrinsic motivation are related to nurses' fairness performance appraisal. This can be interpreted as nurses' work motivation influenced positively by their level of perceived performance appraisal. From the researcher point of view, the actual arbiters of the appraisal's effectiveness in this instance are the staff nurses who are subject to it, nursing managers should evaluate staff members with complete objectivity and each evaluation should accurately reflect a worker's performance, free from any supervisor bias to fulfill work satisfaction, motivation, engagement, commitment to work, empowered and retained at work respectively.

This result was congruent with Biswakarma and Kadayat, (2023) who mentioned that nurse motivation was positively affected by performance appraisal fairness. Additionally, they found that the performance appraisal system leads to improvement in intrinsic rewards and feelings of achievement. According to Mohamed and Hussien, (2023) research, objective alignment, right appraisal process, effective performance, promoting communication, and nurse satisfaction with performance appraisal all have a positive and high impactful link with work motivation. Also, Aly et al., (2020) affirmed that a well-designed performance appraisal system has a chance to improve the motivation of nurses towards work.

Conclusion:

The result of the present study concluded that there was highly statistically significant positive correlation between total staff nurses' perceptions of total fairness performance appraisal and total work motivation working at Kafr El-Dawar General Hospital. In addition to that, the majority of study subjects perceived moderate mean percent scores for fairness performance appraisal and total work motivation and all its dimensions.

Recommendations:

Based on the findings of the present study, the following recommendations are suggested:

The hospital administrators should:

1. Apply systematic performance appraisal procedures and processes to assess and evaluate individual nurses 'performance and productivity.
2. Make strategic decisions, according to the goal that serves the purpose of performance appraisal and succession planning. Accurate data and ensure a fair and transparent performance appraisal system.
3. Motivate the nurses to work effectively by providing recognition and rewards such as promotion, pay awards, bonuses, or delay of promotion, based on their performance.

Head nurses should:

1. Place the right staff nurses for the right jobs, depending on skills.
2. Provide staff feedback and discuss about performance appraisal for them, identify key issues and avoid surprises.
3. Motivate the nurses satisfying the higher-level human needs and moral needs in an integrated manner as participation in decision-making, through this participation, members in the group can solve and their participation directly affect the work field

Nurses should:

1. Participate in different organizational committees, to share in making decisions and knowledge.
2. Follow up performance appraisal and know mistakes.

Further studies to be conducted:

- Investigate the effects of staff nurses' perceptions of total fairness performance appraisal and total work motivation.
- Investigate factors affecting total fairness performance appraisal.

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